

## Pekanbaru City District Regional Development Model (Case Study of Binawidya District Expansion)

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### Article Info

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**Abstract:** This study aims to find a model for the development of the sub-district area by strengthening the functions of the sub-district work field in improving services to the community. The research approach is descriptive qualitative, explaining and revealing the existence of the implementation of public services. Data collection techniques through action and development through observation, interviews, documentation and then analyzed and drawn conclusions. the results of the study, that a structured and systematic regional development model can facilitate the sub-district government in actualizing policies, programs of development activities and empowerment of the community.

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## INTRODUCTION

This research is intended to provide a technical model of regional development and the impact of regional development or the formation of sub-districts. Regional development or regional expansion is the same as the concept of organizational development, whether it occurs in the public or private sector. The concept of organizational development is a conscious and planned process for developing the capabilities of an organization so that it achieves and maintains an optimal level of achievement as measured based on efficiency, effectiveness, and health (Michael, 1993). The elements of this definition describe the aims and objectives of organizational development.

Regional development in public organizations, especially the expansion/formation of sub-districts at the Pekanbaru district/city government level, is followed by the development of adequate office facilities and infrastructure so that they are able to provide excellent (quality) service facilities and infrastructure. The problems that occur in the Binawidya sub-district as a sub-district that has just been expanded from the previous sub-district, namely the Tampan sub-district in charge of 10 sub-districts, and after being expanded into the Binawidya sub-district in charge of 5 (five) sub-districts and the remaining five sub-districts under the Tuah Madani sub-district. Binawidya sub-district and Tuah Madani sub-district are divisions of the Tampan sub-district, and the term Tampan sub-district has been removed based on Regional Regulation No.02 of 2019 concerning the formation of Pekanbaru City sub-districts.

The development of sub-district office facilities and infrastructure is the most critical aspect in realizing sub-district expansion and a fundamental instrument in meeting public service needs (Muqoyyidin, 2016). However, currently, several village heads' offices as the spearhead of community services have yet to be built permanently by the Pekanbaru city government. The conditions of the offices are still under contract, and there still needs to be more availability of service facilities. Regional development/establishment of sub-districts should be aimed at improving services and facilitating the needs of the community to obtain good public services, but the reality is that regional development/formation of new sub-districts is expected to be able to provide community satisfaction (Mustafa, 2014).

Providing government services, development, and empowerment to the community is the responsibility of the Government, starting from the center down to the Provincial, Regency/City, and Subdistrict and down to the village/sub-district level. The main objective is to realize the fulfillment of community needs in accordance with the ideals of the nation and state, namely achieving a just and equitable welfare of Indonesian society (Maulida, F. D., & Hayati, 2014).

(Rizqiyah, 2021) Regional expansion is the process of dividing a region into more than one region, which aims to improve community welfare by improving and accelerating services, democratic life, regional economy, management of regional potential, and harmonious relations between the center and the regions (PP No. .129 in 2000). In achieving these goals, the Government is responsible for implementing policies or programs that can provide beneficial values in accordance with the objectives and desired results. The formation or expansion of sub-district areas is a policy product agreed between the executive and legislative of the city of Pekanbaru. The legal basis for the formation of sub-districts in Pekanbaru City is based on Pekanbaru City Regional Regulation No. 02 of 2019 concerning District Arrangement. The following is a list of sub-districts expanding Pekanbaru City:

**Table 1.1: Names of sub-districts resulting from changes and formation of sub-districts in Pekanbaru City Government, 2021**

NO	Main District	Pemekaran District	Information
1	Tampan	Bina widya & Tuah Madani	The Tampan sub-district was adjusted to the Binawidya sub-district with the addition of 1 Tuah Madani sub-district
2	Tenayan Raya	Kecamatan Kulim	Addition of 1 sub-district
3	Rumbai	Kecamatan Rumbai barat dan Kec.Rumbai Timur	2 sub-districts were expanded and the Rumbai coastal sub-district was renamed Rumbai sub-district
4	Payung sekaki	-	No changes
5	Sukajadi	-	No changes
6	Maroyan damai	-	No changes
7	Sail	-	No changes
8	Pekanbaru Kota	-	No changes
9	Lima Puluh	-	No changes
10	Bukit raya	-	No changes
11	Senapelan	-	No changes

Source: Regional Regulation No. 02 of 2020, structuring the Pekanbaru City sub-district

The data above shows that there have been additional sub-district areas in the city of Pekanbaru. Previously, there were 12 sub-districts, and in 2020, there will be 15 sub-districts, meaning there will be an additional five sub-districts (Bina et al.). The Tampan sub-district was eliminated (deleted), as the name of the Rumbai coastal sub-district was changed to Rumbai sub-district. Regional expansion and changing the name of sub-districts in Pekanbaru City is input from all elements of the Government and society who agree to realize regional development.

Tampan sub-district, which was initially a parent sub-district, was expanded into 2 (two) sub-district areas (Binawidya and Tuah Madani sub-districts). However, the name of the parent sub-district (tampan) was removed/removed and merged into the Binawidya sub-district and Tuah Madani sub-district. The results of the expansion of 2 (two) sub-districts each oversee 5 (five) sub-districts. The division of sub-district and sub-district areas can be stated in the following composition:

**Table 1.2.: Composition of Binawidya sub-district & Tuah Madani sub-district resulting from the expansion of sub-district areas**

NO	Tampan District		Information
	Binawidya District	Tuah Madani District	
	Nama Kelurahan	Nama kelurahan	Each Subdistrict
1	Simpang Baru	Sidomulyo barat	Takes charge of five ward
2	Tobekgodang	Sialang ngungu	
3	Delima	Air putih	
4	Bina widya	Tuah Madani	
5	Sungai Sibam	Tuah karya	

Source: Regional Regulation No. 02 of 2020, structuring the Pekanbaru City sub-district

Research on regional development/regional expansion (binarity sub-district) in Pekanbaru City is expected to provide input and output models in the implementation of government policies and programs/activities, development, and community empowerment. Apart from that, regional development also has a positive or negative impact from an expansion that has been determined. The formation of the Binawidya sub-district oversees sub-district areas, namely Tobek Godang, Simpang Baru, Binawidya, Air Hitam, and Sibam River sub-districts.

(Kharisma, 2014) The aim of forming sub-districts or regional development is to improve services, development, and community empowerment, as well as the creation of good government and good governance (good government and good governance). To realize good government and good governance, the post-formation of the Binawidya sub-district, of course, is followed by the availability of adequate resources so that the aim of regional expansion itself can provide certainty in the provision of public services (Siti Maryam, 2017).

Based on findings in the field after the expansion of the Bina Widia sub-district, the availability of government office facilities and infrastructure is still incomplete as the Pekanbaru City Government has not yet built a permanent sub-district office, meaning there are still three sub-district offices (Binawidya et al.), status the office building is still under contract. Apart from that, the regional boundaries between one sub-district and another sub-district have yet to be finalized, and the boundaries of RW and other RWs within one sub-district have also yet to be finalized. Moreover, this has a significant impact on the community's discomfort in getting services both at the sub-district government level and at the sub-district level. Likewise, population administration services, land, and building ownership still need to be uniform as a result of the expansion of the Binawidya sub-district area.

From the above, the hope that the community wants is that the development or expansion of the sub-district area provides hope for certainty and satisfaction for the community in getting maximum services. The role and function of sub-district and sub-district organizations in the Binawidya sub-district are required to make changes/improvements/arrangements of areas to foster development and service to the community.

The development of sub-district administrative areas is aimed at strengthening government activity programs, development, and empowerment for the community. Moreover, the realization of the expansion of new sub-districts must be supported by the availability of facilities and infrastructure that can facilitate the smooth running of community service activities (Khairullah et al., 2006). Based on data and information, the facilities and infrastructure for the expansion of the Binawidya sub-district office are available and complete. The problem is that post-expansion subdistrict office facilities and infrastructure are incomplete, such as the

Tobekgodang subdistrict office, the Binawidya subdistrict office, and the Sungai Sibam subdistrict office are still rented and have not been built permanently by the Pekanbaru City Government. Moreover, this is not comforting in fulfilling the service needs of the community. Likewise, the territorial boundaries of both RT/RW in one sub-district need to be arranged appropriately, and this has a negative impact on meeting community service needs.

Based on the above, the main problem can be formulated as follows:

1. What is the development model for the Binawidya sub-district, Pekanbaru City?
2. What are the impacts of regional development or the formation of the Binawidya District in Pekanbaru City?

## RESEARCH METHODS

This research was carried out in the Binawidya sub-district, Pekanbaru City, which is one of the sub-districts resulting from regional planning based on Regional Regulation No.02 of 2020 (Firdaus, 2020). The research approach is descriptive qualitative. Action research and development techniques are carried out through observation, interview, and documentation data collection. Field data obtained in both primary and secondary form is grouped, analyzed, concluded, and used as a framework for finding appropriate models for the object under study.

## RESULTS AND DISCUSSION

Regional development or regional expansion in a region is a concept of organizational development that occurs in governments and companies (Wisnu, D., & Nurhasanah, 2005). The point is that development is a change or improvement in the organization or improvement in organizational change for the better. The Pekanbaru city government has stipulated Regional Regulation No.02 of 2020 concerning the formation/structuring of the Binawidya sub-district and Tuah Madani sub-district. The two sub-districts that were expanded were a fusion of the Tampan sub-district of Pekanbaru City. Moreover, the name of the Tampa sub-district has been removed with the adjustment of the name of the Binawidya sub-district and the addition of the Tuah Madani sub-district.

Research on regional development/district expansion/formation is an organizational development term that explains organizational change and structuring in a better direction (Indrawijaya, 1984). In this case, the development of the District Government organization is expected to bring changes to both the internal and external environment of the organization. The internal environment of the organization is related to the use of all the resources needed in the organization, both human resources and the tools and technology needed to carry out work (Wibowo, 2007). In this case, managerial demands and abilities are needed to manage the internal changes that occur, likewise with the external environment, which is related to conditions outside the organization, especially those related to the community or customers who need the existence of the organization to obtain various needs or service products produced by the organization (Nasution, 2016).

The sub-district government is an extension of the city/district government, which is led by a sub-district head (Camat). The sub-district government is part of the government bureaucratic system, which has duties and functions in carrying out government affairs, development, empowerment, social welfare, and public order. The overall duties and functions of the District Government are strengthened by the lower hierarchy, namely the Subdistrict/Village Government (Nikasari, 2017).

An extension of the Subdistrict Government is the Subdistrict Government, which is led by a Lurah who has the task of following up on program policies and activities that the City Government has determined through the Subdistrict Government organization. Therefore, changes or structuring of the District Government strengthens the organizations below it (sub-districts). Implementation of policies, programs, and activities indeed provides benefits and prosperity for the community (Mustafa, 2014).



or bureaucracy of sub-district and village governments in the newly expanded Binawidya sub-district area.

Sub-district and sub-district government organizations have functions that prioritize the main tasks and functions attached to the administration of government, development empowerment, social welfare, and public order, which is a work unit that is mutually reinforcing and integrated into implementing regional development policies that have been determined.

Subdistricts that are directly in contact with community members, by strengthening the roles and duties of the Rukun Warga/Neighborhood Association (RW/RT) to provide services directly to meet community needs. The role of RT/RW is as the basis (bottom) for providing introductory recommendations to sub-district work units. Policies, programs, and activities can be effectively implemented if cooperative relationships are established between various actors, both the government, business actors, and elements in society. This is an integrated system that can strengthen government, development, and empowerment programs for the community in the working area of Binawidya District, Pekanbaru City.

According to the author, the regional development model above provides goals and objectives that regional development (organizational development) can run well if the policies implemented can be implemented and organized systematically in order to achieve the goals and results achieved, namely increasing community welfare through excellent and clean governance (good governance & Clean Government).

Implementation of regional development/organizational development policies, especially in the formation of new sub-districts, is an effort to meet the demands of community service needs and increase regional development. The City Government, through sub-districts and sub-districts, places greater emphasis on professional and responsible work systems and work methods in carrying out government affairs, development, and empowerment of the community.

Implementation of government, development, and community empowerment activities can be carried out by strengthening organizations and groups in society, including empowerment of MSME groups, cooperatives, farmer groups, and other communities, and this will have a positive impact on development results. The newly expanded Binawidya sub-district area. For this reason, the role of the sub-district head and village head, along with other state civil servants, is very much needed in implementing programs and activities that can provide benefits to the community in their work area.

### **Impact of organizational and management development from District Expansion**

*Organizational development* is a concept that can be adapted to regional development that occurs in the government or private sector. In organizational development, especially in the formation of new sub-districts that have been expanded, it has an impact on the life of the organization and the life of the community. According to the author, several impacts occur from organizational and management development on the expanded sub-district bureaucracy; the following are the impacts of organizational and management development:

Table: Impact of Organizational Development & Management of District Formation

Dimension	Organizational development	Management development
Purpose	Facilitates decision making at work Plan and implement changes systematically Improve overall organizational performance	Provide new skills to managers Development of managers' conceptual thinking abilities Understanding the organization as a system that is related to the environment (internal and external)
Process	Understanding of duties and functions in the field of work There are standard operating procedures	Provide clarity of work relationships between the organization's work areas



		The manager's control function becomes clearer and more focused
Behavior	Providing knowledge to individuals and groups in carrying out work Attention to human aspects	Provide a sense of responsibility to human resources in achieving organizational goals Managers' attention and motivation for human resources.
Structure	Understanding systems and sub-systems in organizations Vertical and horizontal delegation of tasks the need for organizational functions becomes clearer	Managerial hierarchy is increasingly clear. Understanding in carrying out work and reporting work. Ability to manage work.

Source: Author, 2021

Regional development or organizational development in the District Government bureaucracy pays attention to aspects of the internal and external environment of the organization. The model above explains the internal aspects of organizational development, which pay attention to the dimensions of organizational goals, organizational processes, and activities, and human and organizational behavior that differentiate individual and organizational goals that must be balanced and have an impact on organizational development. Likewise, the structural dimension can explain structural and functional relationships in the work field both vertically and horizontally in delegating work and providing reports on the results of work that employees have carried out.

External environmental factors also influence organizational development in the formation of sub-districts. The external environment is mainly related to the community or customers who need the services or products or services produced by the organization. Subdistrict government is a bureaucratic organizational system that provides products and services needed by the community. The community is a control function that provides views and input on the organization's performance in providing the services provided. Whether a government organization/bureaucracy is good is assessed by the public (external users) who feel satisfied or dissatisfied with the services provided.

The impact or influence of the external environment (input) from society is an input that the organization must consider. This has a significant impact on the image and reputation of an organization. Suppose the public feels satisfied with the service products provided. In that case, the image and reputation of the organization will be good in the eyes of the public (users); however, if the image and reputation of the organization have a terrible record, it will impact the organization's performance even worse in the eyes of the public or customers. Therefore, in the aspect of organizational development, especially in the formation of newly expanded sub-districts, of course, the external dimensions of the organization (community) must be taken into account. And this is very influential in carrying out organizational development and change in the future.

For this reason, sub-district heads and village heads as leaders (managers) in their work areas must be able to make breakthroughs that give birth to new innovative products that can provide convenience and comfort for residents and customers when receiving services provided by sub-district and sub-district government organizations. The leadership's attention to external users needs to be paid attention to because the community or citizens have paid obligations to the Government both in the form of taxes/levies and fees that the Government legally determine. Government provide good services to the community so that people are satisfied with the products and services provided by the bureaucracy District organization.

## CONCLUSION

Regional development or the formation of sub-districts is an organizational development concept. The aim of organizational development is to make changes and improvements as well as better organizational arrangements for the future. With organizational development or expansion of sub-districts, services to the community will be improved.

The research achieved was to find a regional development model for Binawidya District as a basis for illustrating policies, programs and activities that have an impact on meeting community needs in the form of government services, development and empowerment for the community. And the results of development policies really provide benefits to people's lives.

The regional development model or expansion of the Pekanbaru City sub-district area based on Pekanbaru City Regional Regulation No. 02 of 2020 is a policy product implemented in the form of sub-district government programs and activities. given the authority to direct and control the wheels of government in its working area.

The development of sub-district areas has an impact on work objectives and work methods and the work results achieved for the development of sub-district organization and management. This development is seen from the dimensions of goals, processes, behavior and clear organizational structure in strengthening tasks and functions in implementing the goals and results desired by the organization.

The role of the sub-district head and village head as leaders and as managers in their work areas who are able to direct and control development activity programs and achieve the fulfillment of community needs in accordance with the objectives of regional development/sub-district expansion are determined by the Pekanbaru City Government.

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