Institutional Model Of Science Techno Park: Overview Of Government-Owned Stp Management In West Java

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ABSTRACT

This study aims to formulate institutional model of science techno park especially for Cimahi technopark which has a vital role in improving the community of Cimahi city. The study was carried out in a qualitative method with a descriptive approach. Data collection technique was carried out through literature studies and open observations and in-depth interviews to understand the condition of Cimahi technopark and determine what kind of Institutional model suits for Cimahi Tehno Park. The findings of the study revealed that the Regional Technical Implementation Unit (UPTD) system has several weaknesses that might affect the Science Techno Park (STP) management. One of these weaknesses includes STP’s lack of independence in the UPTD structure. Therefore, Changing status to a Regional Public Service Agency (BLUD) could be a solution to overcome some of these limitations, providing more flexibility in management and funding. Existing as a BLUD brings several benefits, such as greater financial flexibility, managerial autonomy in decision-making, increased service quality, potential for additional income, faster decision-making, more efficient resource management, innovation in services, and financial independence.

Keywords: Institutional model, Science technopark, Cimahi.

INTRODUCTION

Science Techno Park (STP) has a vital role in developing human knowledge in the fields of technology, research and the innovations that can be produced (Asmara et al., 2018). Apart from that, STP also plays a role as an ecosystem provider that can support various technological developments, research and innovation that can collaborate with various lines in society, community organizations to educational institutions such as schools and universities and government agencies. The explanation carried out by Tolinggi & Hayatiningsih (2018) explains the magnitude of the impact of STP on society and especially areas that have STP, one of which is that they have more rapid scientific and economic development.

The development of the Science Techno Park itself in Indonesia is included in the 2015-2019 National Medium Term Development Plan (RPJMN), which states that the government will establish 100 STPs. In fact, the construction of STPs has only been able to build 22 STPs throughout Indonesia from the initial target of 100 STPs in 2019(Coordinating Ministry for Human Development and Culture, 2019). However, the spread of STPs in Indonesia has been seen in various regions, including West Java. West Java is a province in Indonesia with a population of 49.94 million people and an area of 37,040 km², consisting of 18 districts and 9 cities. To date, there are 7 Science Techno Parks in West Java, namely ITB STP, Unpad Science Techno Park, Bandung Techno Park, STP IPB, Cibinong Science Center, Bogor Agro Science Techno Park (BASTP) and Cimahi Techno Park. Among the 7 STPs in West Java, there are 3 STPs managed by the Government, namely Bogor Agro Science Techno Park (BASTP) with a
One of the 22 STP cities that has been built based on the 2015-2019 RPJMN is Cimahi City in West Java. Cimahi, through the stipulation of Presidential Regulation Number 106 of 2017 concerning Science and Technology Areas, has become one of the regional governments that organizes and manages Science and Technology Areas within West Java Province. The Mayor of Cimahi considers it necessary to regulate Cimahi Techno Park as a science and technology area in Cimahi City. This regulation will be the basis for how Cimahi's STP will run. Through this regulation, it will also be reflected in the picture of the quality of Cimahi STP which will be a place designed as a place to produce research, technology and innovation results in Cimahi according to the hopes and vision and mission of the Cimahi city as an advanced region, especially in the fields of creativity and innovation.

Cimahi Techno Park is a special space built and maintained by the Cimahi City Government to develop technology-based economic industries. Cimahi Techno Park's main focus is collaborating with start-up companies and young technopreneurs to advance Cimahi's IT-based economy, especially businesses in the food and beverage, creative digital, crafts and textile industries. Currently, Cimahi Techno Park is managed by the Technical Implementation Unit (UPTD) under the Cimahi City SME Cooperative Trade and Industry Service (Disdgakoperind).

In 2019, the Cimahi Techno Park Technical Implementation Unit also facilitated 375 events at the Cimahi Technopark building. Apart from that, 25 business incubation tenants are fostered by the Cimahi City Department of Trade, Cooperatives, Industry and MSMEs, and are developing their businesses in the Cimahi Techno park building. These businesses involve various fields, such as application system development, creative digital product creation, business model development, engineering or technology, especially in the mechanical and electrical fields, and product and film branding services.

In developing Cimahi Techno Park, the regional government decided to make Cimahi Techno Park run as a regional technical implementation unit (UPTD). Based on the explanation by Rokhmat et al (2023), UPTD is a unit of the regional service office to carry out minimum tasks, namely to support the performance of the relevant service that oversees the UPTD in a place. As a result, Cimahi Techno Park is now the executor of official duties and is the party responsible for managing Cimahi Techno Park.

The implementation of the tasks carried out by Cimahi Techno Park as UPTD also has certain limitations. Research presented by Tanusi & Laga (2020) states that UPTD has a weakness in that units running as UPTD do not have the freedom to carry out their operations because of the needs of various parties and have very limited frameworks. Therefore, this institutional model needs to be a concern for Cimahi Techno Park because it supports the progress of science, technology, and innovation in the Cimahi City area. This study will try to formulate an institutional model that suits Cimahi techno park conditions.

METHOD

This study employed qualitative research with a descriptive approach to obtain results regarding the effectiveness of the UPTD form on the performance of Cimahi Techno Park. Qualitative research, based on the explanation by Kusumastuti & Khoiron (2019) is research with an inductive approach or way of thinking to look for answers or patterns from events and social phenomena that occur in society. In collecting data, researchers used literature studies and open
observations and interviews to review the effectiveness of Cimahi Techno Park which operates as a regional technical implementation unit (UPTD) under the auspices of the Cimahi City Department of Trade, Cooperatives, Small and Medium Enterprises and Industry. The selection of informants was carried out by purposive sampling method. The total informant used for this study were 20 informants.

RESULTS AND DISCUSSION

Science Techno Park

The focus of this study is Science Techno Park (STP). STP is a place where innovation research is carried out, the innovation is made, and then commercialized in one area. Currently, Cimahi Techno Park is in the form of a Regional Technical Implementation Unit (UPTD) from the Cimahi City Department of Trade, Cooperatives, SMEs and Industry.

The Regional Technical Implementation Unit (UPTD) system has several weaknesses that might affect the Science Techno Park (STP) management. One of these weaknesses includes STP's lack of independence in the UPTD structure. In this context, STP remains bound to the regulations and policies implemented by UPTD, which limit its ability to make strategic decisions and manage its operations. This lack of independence can hinder innovation and rapid response to STP development needs and requirements. Furthermore, in an UPTD system, financial and administrative resources may not be managed fully efficiently by the STP itself, which may limit its ability to maximize the economic potential and services that can be provided to the community.

Therefore, it is necessary to change the management structure of STP to a Regional Public Service Agency (BLUD) to increase the autonomy of Cimahi Techno Park, this allows CTP to make faster decisions, and increase efficiency in managing its own resources.

More effective management strategies are needed to increase STP flexibility and independence. One of the main problems is that STP must be completely independent. Therefore, a plan to change its status to a Regional Public Service Agency (BLUD) is proposed.

Regional Public Service Agency (BLUD)

As a BLUD, STP has significant authority to control its finances and operations, providing the flexibility needed to improve services and economic development potential. The broader mandate is hoped to enable STP to serve the community better and create a better learning environment while optimizing economic potential.

The Regional Public Service Agency (BLUD) provides several advantages, especially in the context of educational institutions, such as the Science Techno Park (STP). The following are several points that can be outlined (Tama, 2018; Tiansyah & Pratiwi, 2022):

1. **Financial Autonomy:**

   One of the main advantages of BLUD is its financial autonomy. As a BLUD,
STP can manage finances independently, including income, expenses and investments. This provides flexibility in planning and allocating financial resources according to educational needs and priorities because the existence of STP needs a flexibility in financial autonomy.

2. Managerial Flexibility
   BLUD gives STP greater managerial flexibility. STP can regulate internal policies, operational procedures and educational programs in accordance with the goals and vision of the institution without having to depend too much on central rules and regulations to catch up the rapid development of technology.

3. Personnel Authority
   As BLUD, STP has the authority to manage personnel, including recruitment, training and staff development. This allows STP to have qualified teaching and research staff, according to their educational needs and goals.

4. Quick Decision Making:
   The autonomy provided by BLUD status allows STP to make decisions quickly and be responsive to changing educational needs and demands. This decision-making speed can increase the competitiveness and quality of educational services.

5. Development of Economic Potential:
   BLUD allows STP to optimize its economic potential. With more independent financial management, STP can develop economic initiatives, such as technology research and development, industrial training, and collaboration with the business sector to create additional sources of income.

6. Improving the Quality of Education:
   Overall, BLUD's advantages create an environment that supports improving the quality of education. STP can focus more on developing innovative educational and research programs, positively impacting the student learning experience and the institution's contribution to society.

   Thus, the change in STP status to BLUD is expected to provide significant benefits in increasing efficiency, independence and quality of education services at the local level.

Implementation
   In carrying out its functions as UPTD, Cimahi Techno Park is responsible for preparing work programs, planning and implementing management plans, and establishing cooperation with related parties, including renting facilities and infrastructure as regulated under the Cimahi Mayor's Regulations. However, unfortunately, this management is fully responsible to the stakeholders, so that in developing Cimahi STP, Cimahi Techno Park does not have the right of autonomy to
determine where Cimahi Techno Park should go.

This is certainly not in line with the techno park's aim, which aims to provide innovations and technological advances in an area. Based on research conducted by Aldianto et al. (2018) emphasized that the existence of a techno park must have freedom to develop knowledge without being influenced by government officials. This is related to how creativity and innovation can develop, as stated by Heldanita (2018) where innovation and creativity in developing are in line with the freedom given by an individual or group to the actors or parties who carry out their duties as parties who realize these innovations and creativity.

In the case of Cimahi Techno Park, based on data collection obtained by researchers, researchers found that there were several obstacles in achieving Cimahi Techno Park's goals as implementing creativity and innovation in technology and science which are an important part of human life, including within the regional scope. Researchers found from the first informant that the problem that emerged was the lack of financial autonomy which was an important point where Cimahi Techno Park did not have freedom in implementing its programs because the finances held had to be based on the provisions of the superiors who supervised Cimahi Techno Park. This finding is in line with Shella (2018) where the UPTD is greatly influenced by the mindset of the official leadership, who is responsible for the UPTD's operations.

Apart from that, researchers also found from other informants where the informant in question stated that as a UPTD, Cimahi Techno Park also experienced problems in that it was very vulnerable to policy changes if there was a change in the Service's targets or a change in the Head of the Service. The informant in question stated that this is often a concern for the Cimahi Techno Park management because they have to continue to follow the policies of the Department instead of having independence or autonomy rights so that they do not always change plans if the department concerned maneuvers the policies that are being implemented.

Researchers found in these cases, in accordance with the explanation carried out by Oktavia & Suwanda (2022) as the researchers explain below:

1. Financial Limitations

UPTD has a high dependence on budget allocations obtained from regional governments, which causes limited funds to be used to carry out operations and projects currently being worked on.

2. Efficiency Imbalance

UPTD has problems where it cannot achieve optimal efficiency and productivity levels due to its limitations of UPTD, so financial performance and managerial strategies are often ineffective.
3. Limited Managerial Flexibility

Manager flexibility is the next problem experienced by UPTD. This problem arises because there is a strong attachment between UPTD and official services which makes managers experience difficulties in formulating policies.

4. Dependence on Regional Budgets

The next problem is the problem of dependence on the regional budget or APBD so that it becomes vulnerable to changes in policies and priorities.

5. Lack of Financial Flexibility

Limited financial resources may limit UPTD's ability to address changing needs or support innovative projects without waiting for additional budget allocations.

6. Not Independent in Funding

UPTD does not have independence in generating funding, so it must depend entirely on the budget provided by the central or regional government.

7. Susceptible to Policy Changes

Changing government policies and regulations can affect UPTD operations and create challenges in maintaining consistency and sustainability of programs or services.

These limitations can be overcome by changing the status of Cimahi Techno Park from UPTD to Regional Public Service Agency or BLUD. BLUD is a body that provides services to the general public with autonomy over finances and healthy business practices (Juliani, 2018). Based on the explanation by Sugiyarto (n.d.) BLUD has advantages over UPTD as the researcher explains below:

1. Financial Flexibility

BLUD provides greater flexibility in financial management. Able to manage financial resources independently, including earning your own income and allocating it according to priority needs.

2. Managerial Autonomy

BLUD has independence in making managerial decisions. This allows the implementation of more innovative, adaptive and efficient business practices without
being too tied to rigid rules and regulations.

3. Improved Service Quality

With freedom in managing resources, BLUD can improve the quality of services provided to the community. More independent managerial decisions can lead to increased efficiency and effectiveness.

4. Potential for Additional Income

BLUD can generate additional income by providing quality services and competing in the market. The ability to earn your own source of income can increase sustainability and financial independence.

5. Fast Decision Making

BLUD's managerial independence allows for faster decision making without the need to wait for approval from central or regional government agencies. This accelerates response to needs and changes at the local level.


BLUD can manage resources more efficiently and effectively because it can adjust management and operational strategies according to the region's specific needs or the services it provides.

7. Innovation in Services

BLUD independence can stimulate innovation in the provision of public services. Implementing more innovative business models can increase the competitiveness and relevance of services to community needs.

8. Financial Independence

BLUDs can create their own income through managed resources, helping reduce dependence on budget allocations from central or regional governments.

These advantages can be utilized to overcome problems UPTD faces in its operational implementation which does not have authority over its sustainability. Referring to the explanation (Jumaiyah et al., 2019; Supardi & Budiwitjaksono, 2021), autonomy is important in implementing businesses under the regional government's line of command, including regional services. This is related to the facilities that can be provided to the community as stated by (Adriansyah & Firdausi, 2023) who stated that autonomy over finances will impact BLUD policies and improve the quality of services to the community.
The development process from UPTD to UPTD that implements the BLUD Financial Management Pattern (PPK) are steps towards implementing BLUD as a whole. Initially, UPTD focused on improving services without pursuing profits. By implementing efficiency and productivity, it is hoped that we can meet growing service needs. The principles of improving service quality, scale, efficiency, and productivity are the main differences between UPTD and BLU/D, and they are the main challenge for regions.

Before fully implementing BLUD, it is necessary to prepare to implement a financial management pattern with corporate principles known as PPK-BLUD. The main reference in changes and development of PPK-BLUD is Article 68 and Article 69, Chapter XII, Law no. 01 of 2004 concerning State Treasury. Minister of Home Affairs Regulation No. 61 of 2007 concerning Technical Guidelines for Financial Management for Public Service Agencies encourages all UPTDs to adopt PPK-BLUD, where the institution remains in the form of a UPTD, but its financial management pattern follows corporate principles.

The next step is to form appropriate arrangements to make this BLUD function according to its aims and objectives. There are several things that must be of common concern.

1. Needs and Goals Analysis:

Before making changes to BLUD, Cimahi Techno Park needs to carry out an in-depth analysis regarding the needs and objectives of the techno park, to then identify aspects that can be improved through implementing BLUD, such as financial, managerial and staffing autonomy.

2. Understanding of Law and Legislation:
After analyzing needs and objectives, Cimahi Techno Park needs to understand the rules and regulations governing the establishment and operation of BLUDs. This will involve understanding financial, personnel and managerial management rules.

3. Preparation of Strategic Plans:

Then Cimahi Techno Park needs to form a clear and detailed strategic plan to identify targets and steps for achievement. This plan should include developing incubation programs, research and services that Cimahi Techno Park wants to achieve.

4. Establishment of BLUD Work Units:

After that, identify the work units within Cimahi Techno Park whose status will be changed to BLUD. Make sure the selection of these units is in accordance with the function and objectives of the institution.

5. Preparation of Internal Guidelines:

After establishing a work unit at the BLUD, it will also be necessary to draft internal guidelines regulating educational institutions' operations and policies as BLUD. This includes decision-making mechanisms, financial management and personnel management.

6. Socialization and Communication:

Then Cimahi Techno Park needs to socialize the status change plan to all stakeholders and the surrounding community. Good communication will help support this transition and minimize potential resistance.

7. Gradual Implementation:

After that, implement status changes gradually to minimize any possible impact. This process involves introducing the BLUD financial system, involving staff in decision making, and adjusting the Cimahi Techno Park program.

8. Development of Economic Potential:

Also take advantage of financial autonomy to develop the economic potential of Cimahi Techno Park, both in terms of commercialization and collaboration with external parties to create additional income.

9. Monitoring and Evaluation:
Always monitor and evaluate the implementation of BLUD. By monitoring performance and the impact of changes, Cimahi Techno Park can continue to make improvements and improvements.

10. Active Stakeholder Participation:
Actively involve all relevant parties in decision making and management of BLUD. Their participation will create stronger support and increase the effectiveness of the change.

Implementing BLUD at Cimahi Techno Park requires a holistic, planned and sustainable approach. By paying attention to these aspects, Cimahi Techno Park can utilize the potential of BLUD to improve service quality and financial sustainability.

CONCLUSION
Cimahi Techno Park, which has an institution as a Regional Technical Implementation Unit (UPTD), faces several limitations, including Financial Limitations, Efficiency Imbalance, Limited Managerial Flexibility, Dependence on Regional Budgets, Lack of Financial Flexibility, Not Independent in Funding, and Vulnerable to Policy Changes.

Changing status to a Regional Public Service Agency (BLUD) could be a solution to overcome some of these limitations, providing more flexibility in management and funding. Existing as a BLUD brings several benefits, such as greater financial flexibility, managerial autonomy in decision-making, increased service quality, potential for additional income, faster decision-making, more efficient resource management, innovation in services, and financial independence. BLUDs can also create their own income through quality services, helping reduce dependence on budget allocations from central or regional governments.

However, the success of BLUD in achieving these benefits still depends on the managerial capacity, transparency and accountability applied in its management. Apart from that, local conditions and context factors can influence the implementation and impact of the transformation into a BLUD in Cimahi Techno Park.

REFERENCES


