



## IMPLEMENTATION OF CHANGE PROJECT INNOVATION BY LEVEL IV PIM TRAINING ALUMNI, NEW PATTERN IN NORTH MINAHASA DISTRICT

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Article history:	Abstract:
<b>Received:</b> 7 <sup>th</sup> August 2021 <b>Accepted:</b> 10 <sup>th</sup> September 2021 <b>Published:</b> 7 <sup>th</sup> October 2021	Officials from echelon IV was decisive in implementing the program + activities in leading employees and all stakeholders strategic to carry out these activities are effectively and efficiently. The change project in the new pattern of leadership training is a vehicle for training participants to build or prove the ability to apply leadership competencies that they already have. The competence of participants in the new pattern of leadership training is different from the old pattern of designing Individual Working Papers, where in the new pattern, the activities carried out are designing Change Projects and implementing change projects. Based on exposure who have done on In the previous chapter , the conclusions that can be drawn are: 1) In general, the change project prepared by the Level IV Leadership Training Alumni in Minahasa Regency can continue after the training process is completed. 2) These factors include (a) the difficulty of coordinating with external stakeholders, (b) operational cost issues, (c) reassignment of the implementing, (d) the lack of human resources supporting innovation, (e) commitment and motivation of the implementing 3 ) Supporting factors include (a) leadership commitment, (b) human resource support, and (c) support from stakeholders.
<b>Keywords:</b> Commitment, leading employees, strategic effectively, efficiently	

### INTRODUCTION

The new pattern of Level IV Leadership Education and Training is aimed at creating change agents who have the ability to implement program activities by making breakthroughs to create a creative and innovative work climate related to organizational programs. Echelon IV officials (Supervisory Officers) who have attended Level IV Leadership Education and Training are believed to have operational leadership competence in carrying out government duties and functions in their respective agencies.

Based on the Regulation of the Head of the State Administration Number 13 of 2013 which was updated with the Regulation of the Head of the Administrative Institution Number 20 of 2015 concerning Guidelines for the Implementation of Level IV Leadership Education and Training, participants are expected to be able to innovate and collaborate with other stakeholders, in order to build a culture of change by utilizing information technology. . While Competence is built is shaping the competence of the leadership of operations and lead the successful implementation of the implementation of the activities mentioned, which is indicated by the ability to: (1) Establish the character and integrity in accordance with the legislation and the ability to uphold high ethical public, obedient to the values, norms, morality and responsibility in leading the unit; (2) Planning the implementation of agency activities; (3) Collaborating internally and externally in managing organizational tasks to achieve effectiveness and efficiency; (4) Innovate in accordance with the field of duty in order to realize a more effective and efficient implementation of activities; and (5) Optimizing the entire potential of the organization's internal and external resources in implementing the activities of its agency units , namely the ability to plan agency activities and lead.

In the 2019 Fiscal Year, the North Minahasa Regency Government of North Sulawesi Province has implemented a new pattern of Level IV Leadership Training . In the evaluation of the BPSDM of the Province of North Sulawesi (2019), all participants were declared to have passed and were considered to have the competence of a change leader or change agent . So, the aspect that needs to be investigated further is related to the role of Project Leaders, in this case Level IV Pim Education and Training alumni , in implementing innovation in each SKPD.

However , based on the results of the research that has been carried out to compile this paper, it is found that the practice of innovation has not been carried out optimally. Most of the innovations made by Level IV Leadership Training alumni are considered as unsustainable in their implementation by a number of echelon III in several SKPDs that have training participants. Data from reports post-training evaluation BPSDMD North Sulawesi province in 2019 to

show that the project participants changes Pim continuous IV New Trends in North Minahasa regency government amounted to 85%, while 15% rated not sustainable. The purpose of the New Pattern Level IV Leadership Training is to produce change leaders, namely leaders who are successful in bringing about change in the organizational units they lead. Changes that occur need to be carried out on an ongoing basis in order to achieve a high - performing organization . By since then, the alumni Training Leadership Level IV which has gained the title of leader of change needs to apply innovations that have been implemented at the laboratory stage of leadership (short term goals) on project changes.

On the other hand, there are various factors that affect the implementation and sustainability of the change projects that have been prepared during the Leadership Training. These factors can be in the realm of management or the realm of individuals who follow the Leadership Training. Management factors can include transfers to other positions outside the initial regional apparatus, budget availability or leadership that is not conducive, while individual factors can include motivation or commitment of Leadership Training alumni to continue to make changes. Although not the only one, motivation is a very influential factor in the sustainability of the change project. According to Hasibuan (2001), motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. The results of Wahyudi's research (2019) provide an illustration that the implementation of policies and motivations has an effect on employee performance.

In this study, the policy is the medium-term objective that has been formulated by the alumni participants Leadership Training Level IV when they implement the projects change (BPSDMD Prov. Sulut, 2019). Short-term goals have been carried out during Level IV Leadership Training , while medium-term goals need to be made after returning to their respective Regional Apparatuses . Medium-term goals must be implemented so that the achievement of short - term goals can be sustainable in change. For example, changes in equipment such as making applications, formulating or improving policies, improving work mechanisms/procedures , as well as managing human resources , such as a technical consulting service system . With this policy , it is hoped that there will be consistency for the progress of the organization from which the training participants originate .

Policy implementation is a crucial stage in the public policy process. A policy program to be implemented in order to have an impact or purpose that is desired. The implementation of public policy is inseparable from the life and dynamics of government. Public policy implementation is the process of implementing policy decisions (policies are usually in the form of laws, government regulations, judicial decisions, executive orders, or presidential decrees) (Lumingkewas, 2006:94). In this study, the implementation of which is discussed is about how the implementation of goal -term mid- on project changes in the Government of the District of Minahasa Utara.

Mazmanih and Sabatier (in Wahab, 2005:65) explain the meaning of implementation as follows: "Understanding what actually happens after a program is declared valid or formulated is the focus of attention for policy implementation , namely events and activities that arise according to the ratification of the guidelines. State policy guidelines, which include both efforts to administer them and to have real consequences/impacts on society or events." Furthermore, Van Meter and Van Horn (in Wahab, 2005:65) describe the implementation process as, "those public or private individuals (or groups) that are directed at the achievement of objectives set forth in group of government or the private sector aimed at achieving the objectives that have been outlined in the policy decision. Based on the view at the top, the process of implementation is not limited only concerns the behavior of bodies of administration that are responsible for implementing the program and foster adherence to the self- group targets, but also involves a network of political forces, economic and social that directly or indirectly may affect behavior of all the parties that are involved, and that the eventual effect of the impact, both the expected and unexpected.

Subarsono (2011: 90-92) quotes the opinion of Edward III declared that the implementation of the policy is influenced by four variables, namely: "(a) Communications, namely the success of the communication policy requires that the implementor know what that should be done, in which the objectives and targets policy must be transmitted to the target group ( target group) , so that it will reduce the distortion of implementation. (b) The resources, although the contents of the policy has been communicated clearly and consistently, but if the implementor shortage of source power to carry out, then the implementation will not be effective. Resources that can be tangible source of the power of man, for example competence implementor and financial resources. (c) Disposition, is the nature and characteristics of which are owned by the implementor, such as commitment, honesty, democratic nature. If the implementor has an excellent disposition, the implementor can run with good policies such as what are desired by makers of policy. When the implementor has a different attitude or perspective from the policy maker, the policy implementation process will also be effective. (d) Bureaucratic Structure, the organizational structure in charge of implementing policies has a significant influence on policy implementation . Aspects of the organizational structure are Standard Operating Procedures (SOP) and fragmentation. Organizational structures that are too long will tend to weaken supervision and lead to red tape, namely complicated and complex bureaucratic procedures that make organizational activities inflexible." Meanwhile, Merilee S. Grindle in Subarsono (2011:93) states that the success of implementation is influenced by two variables, namely the content of the policy and the context of implementation . These variables include the extent to which the interests of the target group or target group are contained in the content of the policy, the types of benefits received by the target group, the extent to which changes are desired from a policy, the accuracy of a program, the clarity of the party in charge of implementing the program, and the required resources. .

Implementation refers to actions to achieve the goals that have been set in the decision. The action is trying to change the decision- the decision becomes operational patterns and to strive for change- change large or small as that has been decided previously. Implementation is essentially an effort to understand what actually happens after a

program is implemented. In this case, the implementation being studied is the innovation of the change project from the participants of Level IV Leadership Education and Training in North Minahasa Regency . The process of policy implementation program involves not only the agencies that are responsible for the implementation of policies such, but also involving stakeholders are involved. In practical terms , the implementation of program policies is the process of implementing basic decisions . The process that consists of several stages, namely the ratification phase of the program, in this case the innovation project changes that had been agreed during the seminar both the draft and after it is implemented in the unit of work, the implementation of the decisions, the willingness of stakeholders to execute the decision, and the real impact of the decision. The process of preparing program implementation involves at least several important things, namely the preparation of resources, methods, and the translation of policies into plans and directions that can be accepted and implemented.

The success of the implementation of the policy of the program will be determined by many factors supporting and inhibiting were seen in the implementation of the policy program. In Edwards III's view (1984:9-10) it is stated that policy implementation is influenced by four factors, namely (1) communication, (2) resources, (3) disposition, and (4) bureaucratic structure. These four factors are interrelated with each other. Communication of a program can be carried out well if it is done clearly for the implementers. This concerns the process of delivering information, clarity of information, and consistency of information conveyed. The source of power includes four components, namely the staff enough (quantity and quality), the information that is needed for decision- making, authority that is sufficient to carry out the duties or responsibilities responsibility, and facilities that are needed in the implementation. Furthermore, the disposition or attitude of the implementer is the implementer's commitment to the program. Finally, the bureaucratic structure is based on standard operating procedures that regulate the flow of work and the implementation of program policies .

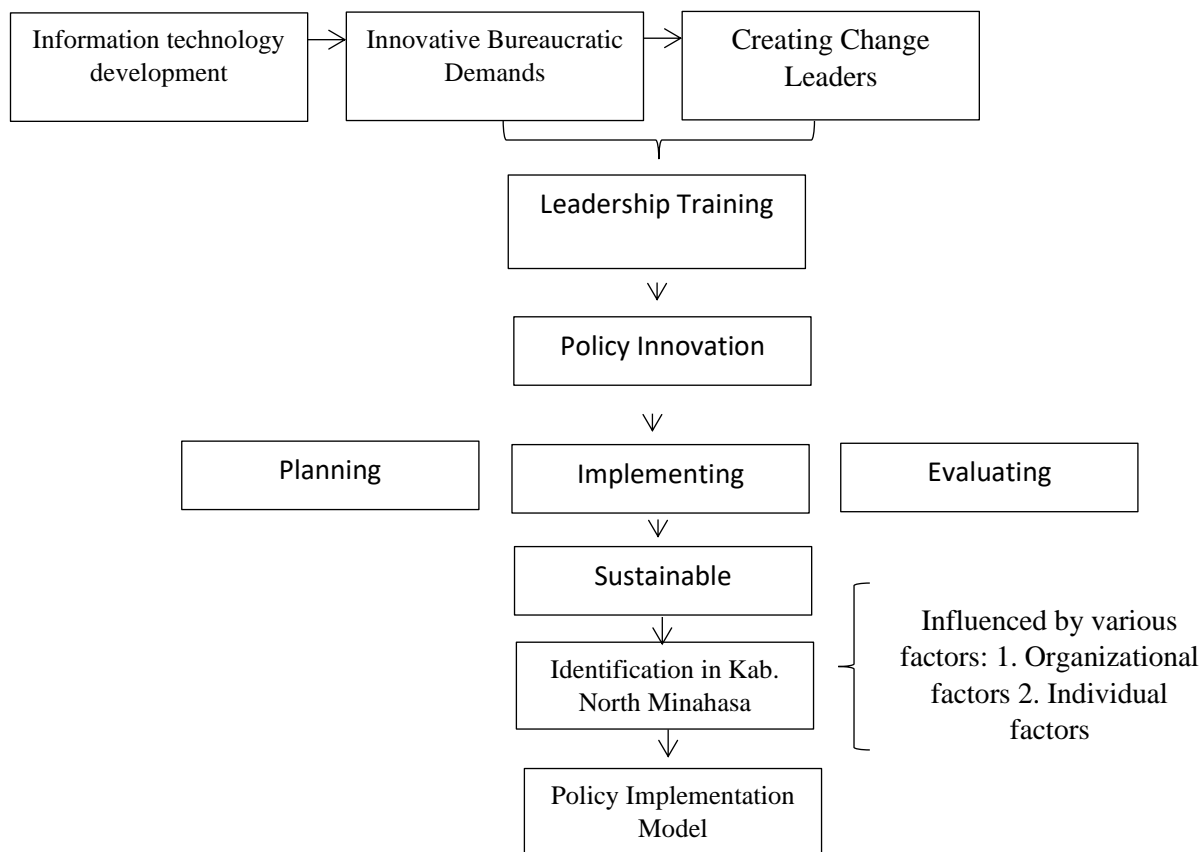
Edwards III also explained that in order to facilitate the implementation of policies, it is necessary to carry out a good dissemination. There are four requirements for managing policy dissemination , namely: (1) The existence of respect from community members for government authorities to explain the need to morally comply with the money laws made by the authorities; (2) There is awareness to accept the policy. Awareness and willingness to accept and implement policies are realized when policies are considered logical; (3) Confidence that the policy is made lawfully; and (4) Policies which initially considered controversial, with the passage of time will be considered reasonable.

In a study, it is necessary to support literature review in the form of research to be used as a reference in order to dig deeper into the matter being studied. Overview Reader first by Ladiatno Samsara (2013) with the title of "Innovation of service passports at the office of immigration on improvement of the quality of mail service trips Czech at the immigration office class 1 special Surabaya" aims to find out what innovations implemented by the Office of Immigration Class I Special Surabaya in improve the service quality of applications for Travel Letters of the Republic of Indonesia (SPRI). The results of the study indicate that the service innovation in the Special Class I Immigration Office in Surabaya is the internet apply system which aims to shorten the application time . Furthermore, there is a drop box that allows people to carry out the extension. There are also biometric -based passports that can increase passport identity security . Innovations that have been running in the Office of Immigration Class I Special Surabaya rated can improve the quality of waiters public.

Overview Reader both by Asna Aneta in the year 2010 with the title, "Implementation of Policies Program Penanggulangan Poverty Urban (P2KP) in Kota Gorontalo" . This study aims to determine and analyze the forms of prevention programs in Gorontalo City . The results showed that the implementation of poverty program policies in Gorontalo City had been carried out in accordance with the P2KP policy stages . The supporting factors of communication, resources, attitude of implementers and bureaucratic structure owned by the program managed to garner support and acceptance from the community. The third literature review by Simon Sumanjoyo Hutagalung and Irlan Ruari in the Unisba Journal Vol.7 No. 1 of 2017 with the title, "Analysis of public service innovations (Study on Implementation of the Kelilijng Hospital Program in Lampung Province in the Operational Area of Pesisir Barat Regency )." This study aims to analyze the implementation of the mobile hospital program operational area and to analyze the inhibiting factors in its implementation. This qualitative research uses seven indicators of program performance assessment according to Ripley, namely: accessibility, coverage, frequency, bias, service determination , accountability, and suitability of the program with community needs. From the assessment of the mobile hospital program through these seven indicators, four dimensions have been given a good rating, while the other three are considered not running optimally. There are two factors inhibiting the implementation of hospital management program, which is the amount the budget and physician specialists Ministry of Health Lampung are not sufficient. For it, is expected to increase the number of visits program, maximizing coordination among the relevant parties, including more medical specialists, and create a system that is organized properly to program this.

The New Pattern Level IV Leadership Training that has been carried out so far requires each participant to design specific innovations to overcome the problems faced by work units. The innovation is expected not only in the context of 1 year implementation, it must be continuous until changes are created in the work unit. However, the implementation of innovation by the alumni of this Leadership Training is often hampered by various factors, as well as factors that support its implementation. Therefore, this research is designed to explore the implementation of innovation after the training participants have finished attending education. Whether the innovations that have been produced can be implemented properly or not. The identification of the supporting and inhibiting factors will later be confirmed theoretically with the existing theories of policy implementation, whether they are still relevant or show other patterns.

Schematically, the framework of this research is presented in the following figure.



**Figure 1. Research Framework**

Departing from this problem , the problem being studied can be formulated in the title, " Implementation of Change Project Innovation by Level IV Training Alumni of the New Pattern of 2019 North Minahasa Regency ." Based on the description of the background thought above, the focus of the research is as follows: 1) How is the Implementation of Change Project Innovation by Alumni of Pim IV New Patterns of 2019 Education and Training in the Regional Apparatus of North Minahasa Regency ? 2) What factors support the Implementation of Change Project Innovation by Alumni of Pim IV New Pattern 2019 Education and Training in the North Minahasa Regency Regional Apparatus ? 3) What are the factors that hinder the implementation of the Change Project Innovation by Alumni of Pim IV New Pattern 2019 Education and Training in the North Minahasa Regency Regional Apparatus ?

**RESEARCH METHOD**

Research is going to use approach qualitative, with the purpose so that problems are studied more is comprehensive, deep, natural, and is not there a lot of interference from the researchers themselves. This type of qualitative research is also often referred to as naturalistic research . This research was conducted in the Regional Apparatus of the 2019 Pim IV participants in North Minahasa Regency . The time of the study was carried out from January to February 2021. In qualitative research , the sample (informants) are sources who can provide information. Samples can be things, events, people, and situations that are observed. The main data sources in this research are words and actions, the rest are additional data such as documents. Which will be the source of the data is: Key Informants, composed of the Head of Department / Head of Section, Echelon III, Project Leader , Head of Sub- section, staff are there in parts, and the stakeholders concerned. The criteria for key informants are those who have served in the Regional Apparatus for two years and have not been transferred to another Regional Apparatus , both Echelon II, III, IV or staff. The events of empirical that relates to the issue of research. Relevant documents, namely programs that have been realized in the 2019 fiscal year. The process of collecting data in this study will be carried out through three stages: The first phase researchers will first report to the agency or the parties, in this case the North District Government with a letter of recommendation from the Agency Resource Development Research Power Man Regional Province of Sulawesi Utara. Researchers try to learn and get to know the state of the research location through observation, because it will facilitate the process of data collection. Second, the research location visited was the Regional Apparatus from which Pim IV participants came from. Researchers will meet certain officials related to the focus of this research , such as the Head of Section. Third, the collection of data will be carried out by using three approaches, among others: (1) Observations on the location of the research, (2) In-depth interviews (in-depth interviews) to Key Informant , (3) documentation to collect a variety of information in writing, including program-



program in 2019 that has been implemented and the data related to the other in the scope of the device Regions which became the origin of the participants.

Moleong (1997: 173-175) states that qualitative research must meet four criteria: Credibility, Transferability, Dependability, and Confirmability. The data analysis technique used is an interactive model analysis from Miles and Huberman (1992:20) which consists of three analysis components, namely: data reduction, data presentation and conclusion drawing.

### RESEARCH RESULTS AND DISCUSSION

#### 1. Implementation of Change Project Innovation

Data implementation of innovation projects changes obtained by qualitative interviews with informants to goal by alumni of Pim IV a new pattern in the Region North Minahasa Regency. The informants included: (1) Head of Service/Agency from which participants came, (2) Echelon III officials, (3) Project Leaders, (4) Staff, and (5) related stakeholders. Participants of the new pattern of leadership training in financial institutions are those who have occupied echelon IV structural positions. This was stated by an informant, PM, as follows: "So far, as far as I know, according to the existing data, there is one structural official who attended the New Pattern Leadership Education and Training for echelon IV and one person on behalf of Arvina Motolalu Head of Structural Echelon IV. subfields Regional Cash Management and Reporting that the other has been proposed to the leaders to be included in the following years." (Interview on Monday 11 January 2021)

Responses were given by informants PM explained that the Board of Finance already has echelon IV officials who follow the Education and Training (Training). It is meant, officials structurally with the provision of science and knowledge acquired in education and training should be able to implement innovation in accordance with the main task. The implementation of the change project that has been implemented by the Head of Sub-Division of Regional Cash Management and Reporting has had a positive impact on the implementation of the duties and functions of the Financial Agency. As reported by informants PM: "Yes, our Finance Agency in carrying out the duties and functions greatly assisted by project changes were made by the Head of Subdivision Sdri. Arvina Motolalu because it is able to handle the reporting of cash with fast, accurate and updated on every device Regions with innovation makes application Ipokas (Cash Position Information) so that we can make quick decisions or policies as well as well as the right." (Interview on Monday 11 January 2021) The Head of Sub-Division of Regional Cash Management and Reporting has made application (cash position information) as a form of implementing Ipokas innovation. It is meet expectations Institute of Administration of the State on officials who have followed the Leadership Education and Training New Trends. Officials who have passed Pim IV become leaders of change in the organizational environment where they work. The leaders are expected to be able to realize fundamental changes in the bureaucratic environment, so that it will create a clean, competent, and serving apparatus for the community, as well as increase the capacity of the bureaucracy as a whole.

The innovations made by Ms. Arvina Motolalu continues because it is considered to have helped the organization, so it continues to run and is expected to be developed. This was stated by the Prime Minister as follows: "Yes ... as the head of the Agency because it is very helpful organization we then, I the concerned that this innovation should keep running ... the process of that kind is not to be abandoned instead of innovation need to be developed continuously." (Interview on Monday 11 January 2021) In connection with innovation projects change from the Head of Division of Local Cash Management and Reporting, found that the implementation of innovation projects continue to run and change assist employees in carrying out the task. As stated by the AM informant: "Yes, I continue to implement my change project innovation because it really helps me in carrying out my main duties as a cash manager and reporting even though this innovation still needs to be socialized to other Regional Apparatus so that they can use the application which I have made..." (Interview on Monday 11 January 2021)

Based on the responses in the above, it can be seen that the implementation of innovations have been implemented by the Finance Agency and is expected to be used by the regional else. To further explore further the implementation of innovation, researchers again asked the head of the Division of Local Cash Management and Reporting, "What benefit greatly tasted of innovations that have you made?" Informant Irvina Montolalu said that the implementation of the change project innovation was carried out by the Head of the Cash Management and Reporting Subdivision needed by the organization. It is evidenced by the impact were visible, namely the implementation of innovation Subdivision Cash Management and Reporting Regions can help the leaders to take decisions by quickly relating program of activities that exist in the Board of Finance.

Interviews were conducted with informants SW of BKPP North Minahasa show that all structural BKPP duty to follow the training. As stated by SW: "Well, I know according the data that is no reason this part of the task BKPP which makes programs in the Government District of Minahasa Utara to follow the Education and Training Leadership Patterns New for all structural officials were there ... and a special officer in BKPP I have included two echelon IV officials to take part in Level IV Leadership Training, namely, one of them is the Head of the Education and Training Sub-Section and Institutional Competency Development, Mrs. Helmy Marthens." (Interview on Wednesday 13 January 2021) Responses were given by informants SV as Chief Human Resources Agency indicate that BKPP have had official structurally who follow the Education and Training. Regarding the benefits of the Change Project innovation that has been implemented by the Head of the Education and Training Sub-Section and the development of agency competencies, it was found that there were positive changes such as the ease of learning licensing services for ASN. This was stated in an interview

with the informant SV: "Once the innovation project changes implemented have occurred changes in terms of service to the ASN who want to beg permission to learn, because of which were made by Ms. Helny Marthens is a request to learn it online so ASN does not need to come in the office of home could only or in a place where just as long as there is signal ... right now the era of digital as well as for our stay saw the petition was in the system. So I am here benefit from the innovation that made by Ms. Helmy Marthens and innovation persist until now " (Interview on Wednesday 13 January 2021)

It indicates that the head of subfields training and development competence of the agency has been implementing innovation and obtain benefit, namely the application for permission to learn to ASN do it online, so ASN does not need to come in the office BKPP. In addition, it was emphasized that the innovation continues to this day. Furthermore, the results of data findings indicate that the implementation of project innovation has also been carried out at the BKPP of North Minahasa Regency. As quoted in the informant HM as Head of Sub Training and Development Competence Agencies who have followed training Pim IV New Trends: "Yes, I have implemented and are already used so that we in BKPP Regency Minahasa Utara request for permission to learn through online even if indeed there is also ASN who have not been informed that they are still coming to BKPP to take care of permission to learn ... those we serve while giving socialization that to take care of permission to learn they 've been able to use the application online and who take care of permission to learn through online already a lot, because I'm hopefully this way socialized quickly ... ." (Interview Wednesday 13 January 2021).

The statement above shows that the innovation from the Head of the Education and Training Sub-Section and Institutional Competency Development has been implemented, but there are ASNs who come to BKPP to take care of study permits. This may be because the relevant ASN has not received the information. However, the ASN is still served by the BKPP.

Based on the statement on the above, it can be seen that the implementation of innovation projects have been carried out and feel the benefits of the acceleration to process permits learning ASN in the District of Minahasa Utara, as well as the application of innovation that persisted until now. Furthermore, based on the results of data collection with AP informants as the Head of the Village Community Empowerment Social Service, it was found that there were several structural officials who had attended the New Pattern Level IV Leadership Training . As quoted: "So far, as far as I know, according to the available data, there are structural officials who participated in the New Pattern Leadership Education and Training for echelon IV and three structural officials for echelon IV on behalf of Viona Muntu, Head of the Subdivision of Personnel, Redo Katuuk and Ivon Nelwan who Others have been proposed to the leadership for inclusion in the following years ." (Interview on Monday 18 January 2021). In line with the findings of the AP informant, the VM informant as the Head of the Subdivision who has attended the New Pattern IV Level IV Training also stated that the innovation has been running and is part of the training series. This was stated in an interview with VM, namely: "Yes, innovation ... I implemented because the case is with participation in training, if not implemented then it means I failed in training and innovation that I made really helped me as Head of the Division of personnel in carrying out the task and my responsibility... this is my main task and innovation continues to this day." (Interview Monday 18 January 2021)

The statement above shows that the innovation of the Head of Personnel Subdivision change project has been and continues to be implemented. Furthermore, regarding the innovation of the change project carried out by the previous Head of the General Subdivision , it was found that at the time the informant was in office, the implementation of the innovation had been running. However, associated with the sustainability of such implementation, the informant can not provide data. As quoted in an interview with the informant RK: "Yes, that's what I experienced today, was as Kasubbag General Current Evaluation Section Development of Villages entrusted by the leadership. However, for the implementation of the Innovation project, the change I have implemented for the short term is no problem because it must be implemented because if it doesn't mean I have failed to complete the Pim IV Training and Education. For sustainability I have not had time to monitor whether the remains are conducted or not because since I transferred my job very much that needs to be done ... beg pardon for sustainability me no comment. " (Interview Monday 18 January 2021)

The implementation of innovation from RK has been implemented, but it is not known whether the innovation is still running, because the RK informant already has a new , so he does not monitor the implementation. In relation to the implementation of the innovations of the three Section Heads who have implemented innovations at the Department of Social Empowerment , the innovations that have been carried out at the Department of Social Affairs and Community Empowerment were found to be useful for the staff in carrying out their duties. As quoted as one of the staff: "... yes, as the staff I strongly feel there is a change in the system of working example when our staff perform tasks beyond the tasks can do it online, beitu also to Reports the when the case of violence on children , the reporter does not need to go to the office, but only through the website.... Things like this are done in our office so that this innovation continues to this day." (Interview on Monday 18 January 2021) The innovations carried out by the Social Service have been carried out and have brought benefits to employees and organizations in the Office of Social Affairs and Community Empowerment , so that they remain sustainable until the time the research is carried out.

## 2. Factors inhibiting Implementation of Innovation

In this sub-chapter, we will discuss the obstacles that exist in the implementation of the Change Project innovation, as well as the factors that cause these obstacles. Information relating to the constraints in the sustainable implementation of innovations that exist in the Board of Finance was obtained from informants Prime Minister as Head of Finance. The information obtained shows that the obstacles that occur are obstacles in coordinating with external stakeholders and the absence of operational costs from the agency to carry out the Change Project innovation. As quoted in an interview informants PM: "I want to say that although innovation Project changes are implemented and still continues now by Irvina Montolalu Subdivision Local Cash Management and Reporting. For me and my friends who are in the Finance Agency, all of them are supportive, because this is a problem for us at the Financial Agency but the conditions in the field that I see there are actually obstacles, namely when you want to involve external stakeholders it takes time in coordination and of course operational costs because of the innovations made by Irvina Motolalu all financed by Irvina Montolalu case it needs to be made of good planning so as not to burden the participants Pim IV, we want to help as the institution that received the benefit but innovation is made is not budgeted in the Office ... I think this is one of the factors inhibiting of the application of innovation from participant". (Interview on Monday 11 January 2021)

The PM informant's statement was supported by the IM informant who confirmed that there were obstacles related to the mobilization of external stakeholders throughout the Minahasa Regency Government SKPD because it required money and time. As stated by the informant IM: "Yes, absolutely anything that is said by the Head of the Board of Finance when I had to move the goal innovation stakeholders externally in all SKPD North Minahasa regency government takes time because a lot of SKPD and Head of the Unit of Work. We often hold meetings informally and formally, so it takes time and money, especially during action ." (Interview on Monday 11 January 2021)

Based on the interview above, it can be concluded that the problems that occur among others related to the mobilization of stakeholders who need time to coordinate as well as the limitations of cost. This was also reinforced by the IN informant who stated that there was a need for coordination between the police, sub-district heads, village heads, community leaders, religious leaders and traditional leaders. This finding is in line with Edwards III 's theory which discusses the implementation factor. In this case, it was found that the constraints caused by the source of power that is not adequate, marked with no any cost operations are budgeted by the agency, and the structure of the bureaucracy that is fragmented between the Police, sub-district, SKPD, and stakeholder interests related.

Meanwhile, in collecting data with NS informants as the Head of General Affairs and Personnel of the District Office, it was found that the obstacle that occurred was the commitment of external stakeholders that had not been maximized. As quoted in an interview with an NS informant: "When implementing innovation there was a delay in achieving the goal because there were external stakeholders who did not really support them even though they included these Promoters stakeholders, which we faced in implementing the innovations of my change project." (Interview on Tuesday 12 January 2021)

Statement NS explains there are stakeholder interests are not sincere in supporting the implementation of innovation projects change. In Edwards III's theory, this incident is included in the disposition factor, namely the attitude of the implementor that causes disruption of the application of program innovation. In an interview with the informant MS as Kasie Trantip about the obstacles that encountered when the MS acts as a member of the Working Group in project, found that there is a Working Group which collide with the task implementor in carrying out the duties, so it happens constraints in coordination. As stated by MS: "Yes, when I was part of the implementation of the change project from Head of Head of Novice Sigarlaki on the realization of innovation, it was a little disturbing for us working groups, namely it clashed with our duties to carry out the main tasks and functions that were our responsibility, so coordination was a bit of an obstacle... so the presence of the working group are very limited and I think this is a constraint that is encountered by Novice Sigarlaki in implementing innovation projects of change. " (Interview Tuesday 12 January 2021) The statement from the informant MS as a member of the Working Group explained that the constraints of the implementation of innovation projects changes are the limitations of the meeting members of the Working Group for members of the Working Group was not able to leave the task of their main office. In this case, the obstacles that exist are part of the bureaucratic structure factor that has not provided space for Pokja members to continue implementing without clashing with their duties.

### **3. Factors supporting the implementation of innovation project changes**

The focus of this subsection discusses the factors that support the implementation of change project innovations in the North Minahasa Regency Government. Data was collected through interviews with supervisory officials who had attended the New Pattern IV Pim Training and Education, as well as superiors and structural officials of echelon III and staff. In an interview with informant SW as the Head of BKPP regarding the factors supporting the implementation of innovation project changes at BKPP Minahasa Utara, it was found that leadership commitment is an important factor. As quoted in the interview informants SW: "Being the key to the innovation of the project changes from one Kasub in BKPP is our commitment through echelon III officials who represent me in a seminar on the draft and seminars results when project changes this seminar let alone that would be made indeed 'm really required by the BKPP." (Interview Wednesday 13 January 2021) Commitment from the leadership and Project Leader during the change project in the seminar became a supporting factor in implementing innovation at the North Minahasa Government BKPP. Viewed using Edwards III theory, it is included in the disposition factor, where the positive characteristics of the implementor bring success in the application of innovation.

Supporting this statement, in an interview with informant ML as one of the Heads of the Government Section of Sarongsong I Village, Airmadidi District who also acts as a Project Leader, it was found that in addition to commitment between leaders and Project Leaders, other factors that influence the implementation of the medium-term goals so that they can be realized are Cooperation which was built with stakeholders. As stated in the statement of the informant ML: "Yes, it's true that besides the commitment from the leadership and me as a Project Leader is to build cooperation with stakeholders because they are the ones who help us when implementing innovations. I really feel how stakeholders help us during action because in my opinion now modern organizations cannot do their own program of activities, organizations must cooperate with other stakeholders. The paradigm of thinking leaders taught in Pim IV Education and Training is what I apply in implementing innovation in Sarongsong I Sub-district, Sub-district Airmadidi." (interview Tuesday 19 January 2021)

Statement ML as Head Section of Government in the Village Sarongsong I District of Airmadidi showed that the implementation of innovation projects change, it is necessary to establish a good cooperation with stakeholders. It is in line with the theory of Edwards III are used as the framework of the theory in the study of this, the communications are effective so as to support the achievement of implementation.

Referring to the statement at the top, can be seen that the factors driving the implementation of objectives stride mid- project change is the willingness of stakeholders to assist the implementation of the project changes are carried out by the Section Head of Information Security Governance Guarantor classified Department of Communication and Information and coding. It is in accordance with a factor that is mentioned in the theory of Edwards III, namely adequate human resources and communications were good.

## DISCUSSION

### 1. Change Project Implementation

Based on the data presented in the previous section, it is known that about 85% of the change projects prepared in Level IV Leadership Training activities can be implemented by alumni after completing the training. This means that the change project is relevant to the aspect and is able to answer the needs of the organization. Based on the data obtained, it is known that the change project prepared by the alumni while attending the training has provided significant changes in the implementation of the tasks and functions of the organization. The implementation of the main tasks and functions is made easier because of the innovations that have been prepared. This means that the concept of leadership education and training has succeeded in creating change leaders in organizational units. If it continues, it is hoped that it will have an impact on improving the quality of the local government bureaucracy.

In today's era, leadership in innovation must undergo changes in accordance with the development of the environment. In addition, three types of changes related to leadership problems are routine changes, development changes and innovation itself. Managing a change is indeed a difficult thing. One measure of a person's leadership capacity is his ability to manage change. This ability is important because today's leaders are required to be able to spearhead environmental change. Leadership is related to a person's ability to influence others to do what a leader wants (Siagian, 2002) Leadership is something that is very important in a nation. synergistic bodies. It is likened, when our head hurts, other parts of the body will be disturbed, as well as when our head is healthy, our whole body is healthy too. That's how our leader is like, when leadership goes bad, the country is damaged, but when leadership is carried out in a good way, then the government is good too. Stonner and Freeman in Kusumawati (2010) state that leaders can influence followers because leaders have five power bases, namely based on rewards, coercive power, power based on legitimacy, power based on appointment and power based on expertise.

Innovative behavior emphasizes the existence of a creative attitude so that there is a process of changing attitudes from traditional to modern, or from an undeveloped attitude to an advanced attitude, namely the welfare of society (Purba 2009). Anoraga et al (2005) state that innovative work behaviors are usually seen to encompass a broad range of behaviors related to the generation of ideas, creating support for them, and assisting their implementation. Therefore, in an increasingly critical society, leaders in the public bureaucracy are required to be able to behave innovatively in changing positions and roles (revitalization) in providing public services. From those who like to organize and command, they change to those who like to serve, from those who like to use a power approach, they change to being helpful towards being flexible, collaborative and dialogical, and from slogans to pragmatic realistic ways of working (Thoaha, 2003).

Public services can be interpreted as providing services (serving) the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been set. As stated earlier, government is essentially a service to the community. It is not held to serve itself, but to serve the community and create conditions that allow every member of the community to develop their abilities and creativity in order to achieve common goals (Rasyid, 2007). public service is an activity/activities of providing services carried out by an organization in an effort to meet the needs of the community in order to achieve certain goals, namely the welfare of the community. Meanwhile, according to Sinambela in Pasolong (2010) Public service is as every activity carried out by the government against a number of people who have every activity that is profitable in that the results are not tied to a physical product.

### 2. Factors Inhibiting the Implementation of Innovation



The sustainability of the implementation of the Level IV Leadership Training Alumni Change Project depends on various factors. Based on the results of the research described in the previous section, it is known that there are various factors that can hinder the implementation or sustainability of an innovation that has been prepared in a change project. Based on the results of the identification of these factors, among others (a) it is still difficult to coordinate with external stakeholders, (b) operational cost problems, (c) reassignment of the implementor, (d) the lack of human resources supporting innovation, (e) commitment and motivation of the implementor. The factors as mentioned above can be divided into 2 groups, namely bureaucratic factors and individual factors. The results of this study are in line with the results of research conducted by Sartika (2013) concluding that the behavior of the bureaucracy in the implementation of public services in Lambara Village has not been maximized because from the aspect of individual characteristics they have not shown good behavior, such as abilities, beliefs, expectations, needs, and experiences. everything looks good, only trust and expectations have been carried out well, while the abilities, needs, and experience are not yet owned by employees. In addition, the characteristics of the bureaucracy have not shown maximum results because aspects such as hierarchy, tasks, authority, responsibilities, reward systems, and control systems have not fully worked well, namely in the aspect of hierarchy, duties, authorities and responsibilities. shows good results, meaning that these aspects show behavior that is not as expected so that it cannot form the characteristics of the bureaucracy because only two aspects that show good results are the reward system and the control system.

The matter of bureaucracy has long been an unresolved problem. According to Romli (2008), the bureaucracy in Indonesia, both at the central level and at the regional level, during the New Order often received sharp attention and criticism because of its behavior that was not in accordance with the duties it carried out as a public servant. So when people talk about bureaucracy, it always has a negative connotation. Bureaucracy is sluggish, convoluted, hinders progress, tends to pay attention to procedures over substance, and is inefficient. This pejorative meaning still occurs today because the bureaucracy has not shown significant changes even though various improvement efforts have been made. Sartika (2013) explained that the symptoms of bureaucratic pathology (disease) have long undermined the government bureaucratic system in Indonesia. Bureaucratic pathology is a complex thing, because it is related to various organizational aspects, both related to structure and culture. The forms of pathology and various causes can basically be identified, but therapy or solutions to overcome them are not an easy thing. This is as experienced in Indonesia, where bureaucratic reform has long been carried out by the government, but until now the bureaucratic system has not been able to overcome the various problems faced. To shape bureaucratic behavior in achieving the desired goals. Thoha (2003) explains that human behavior is a function of the interaction between individuals and their environment. The behavior of an individual is formed through the process of interaction between the individual himself and his environment. The characteristics of an individual can be achieved if it is supported by abilities, needs, beliefs, experiences and expectations. While the characteristics of the bureaucracy can be supported by the existence of a hierarchy, tasks, authority and responsibility, reward systems and control systems. If individual characteristics (apparatus) and organizational characteristics (bureaucracy) interact, then individual behavior (apparatus) in the organization (bureaucracy) is formed.

### **3. Supporting Factors for the Implementation of Innovation.**

Based on the description of the research results in the section, it is known that most of the alumni of the Leadership Training Level in North Minahasa Regency can implement the innovations that have been designed during the training. Based on the results of the interviews, several supporting factors can be identified, including (1) leadership commitment, (2) human resource support, and (3) support from stakeholders. The following will describe the influence of each factor on the implementation of innovation.

Leading change is one of the most important and most difficult leadership responsibility factors. It takes an effective leadership role to renew the organization and can change an area so that it is more advanced. Beer (Yukl, 2015) states that the success of a change program that is centered on the leadership role will be more likely to be successful. The role of the leader is very important in motivating employees to do work and fostering innovative behavior. Mumford et al. stated that leaders have a vision that motivates employees to increase their willingness to do work that exceeds expectations, and challenges them to adopt innovative approaches in the work of these employees through the motivation provided by the leadership (Salain & Wardana, 2014). The role of leadership in fostering innovation within government organizations is also prominent, for example in the Semarang Religion Research and Development Institute, a government-owned research institute. Changes in leadership bring changes in leadership styles, and leaders who have a vision and commitment to change have the potential to give birth to breakthroughs or innovations during their leadership period (Sofanudin & Wahyudi, 2018)

The second factor that supports policy implementation is the support of human resources in an organization. This is in line with George II Edward (1980) who stated that complex policies require the cooperation of many people, and the waste of resources will affect the results of implementation. The changes made will certainly affect the individual and in general will affect the system in the bureaucracy. The results of this study are in line with research conducted by Pontoh et al (2017) who found that the quality of human resources affects the quality of presentation of deconcentrated funds in financial statements in North Sulawesi Province.

The third factor that affects the implementation of policies in a government agency is stakeholder support. In certain cases, policies made by one work unit are also influenced by other work units. The results of this study are in line with research conducted by Sandy (2020) which concluded that good coordination, synergy and communication are

needed in the implementation of sanitation development policies. Policy implementation is the stage of the policy process immediately after the establishment of a policy in the form of a law or regulation. Implementation is seen broadly to mean the implementation of laws in which various actors, organizations, procedures, and techniques work together to implement policies in an effort to achieve policy objectives.

Based on the description of the research results and discussions that have been presented above, the novelty or novelty can be formulated as follows:

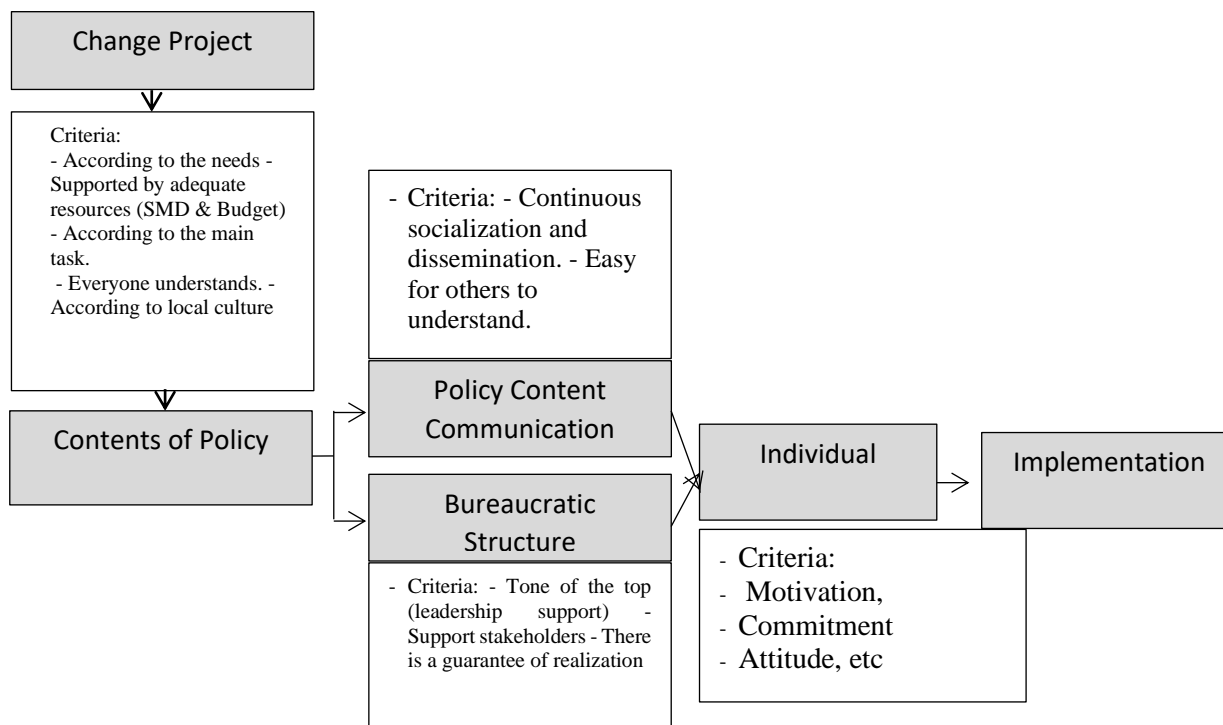


Figure 2. Change Project Policy Implementation Model

The picture above can be explained as follows: a. Content of Policy To be implemented properly, the existing policies in the change project must be designed by taking into account factors such as: the policy is in accordance with the needs of the regional apparatus, supported by adequate human resources and budget, in accordance with the main tasks and functions of the regional apparatus, can understood by everyone and in accordance with the local culture. b. Communication In order to be implemented properly, the policies designed in the change project must be socialized and disseminated to as many people as possible. It aims to create a relevant situation for the implementation of the policy. The policies that are designed must also be easy for everyone to understand. c. Bureaucratic Structure. In order to be implemented, the policies drawn up must be approved by the leadership. This relates to the environment in which the policies in the change project will be implemented. If supported, the policy will be easy to implement properly, even though the designer is no longer in charge of the regional apparatus. d. Individual The determining factor for a policy to be implemented is the implementor or the individual who will realize it and this is very dependent on the motivation, commitment and individual attitude factors.

**CONCLUSION**

Based on exposure who have done on In the previous chapter, the conclusions that can be drawn are: 1) In general, the change project prepared by the Level IV Leadership Training Alumni in Minahasa Regency can continue after the training process is completed. 2) These factors include (a) the difficulty of coordinating with external stakeholders, (b) operational cost issues, (c) reassignment of the implementor, (d) the lack of human resources supporting innovation, (e) commitment and motivation of the implementor 3 ) Supporting factors include (a) leadership commitment, (b) human resource support, and (c) support from stakeholders.

Based on the conclusions of the research above, there are several suggestions that can be put forward, including:  
 1. It is important to take preventive steps so as to reduce the inhibiting factors in the sustainability of the implementation of change project innovations in the Regional Apparatus of the North Minahasa Regency Government. It is necessary to take a win-win solution, providing opportunities for officials who have attended Pim IV Training and Education to implement the sustainability of innovation project changes even though they have been transferred. In this case, the leader can assign a substitute official to continue implementing the change project that has been carried out by the project leader. In addition, the change project should be integrated into the annual work plan of the work unit in order to get budget support and other resources.

2. Absolute performed an increase in sustained against the factors supporting the sustainability of the implementation of innovation projects changes in Device Regional Government of Regency of Minahasa Utara. The quality of communication should always be improved among employees and stakeholders of the change project.
3. The results of this study are expected to be used as consideration for the implementation of Leadership Education and Training in the Regional Human Resources Development Agency of North Sulawesi Province in improving the quality of Reading Diagnostics training courses.

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