

## Penerapan the fifth discipline model peter senge dalam penyelenggaraan JIC di DKI Jakarta = Implementation of the fifth discipline model of peter Senge in the performance of JIC in DKI Jakarta

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### Abstrak

Pandemi COVID-19 memiliki dampak ekonomi yang akan mempengaruhi pendapatan daerah dan belanja daerah. Penurunan Pendapatan Asli Daerah (PAD) dari pajak dan retribusi disebabkan oleh banyaknya sektor usaha yang terkena dampak. Di sisi lain, percepatan belanja akan meningkat untuk belanja tak terduga dalam menanggulangi pandemi di bidang kesehatan. Tingginya kebutuhan pembiayaan kebutuhan pembangunan proyek infrastruktur di Provinsi DKI Jakarta pada saat pandemi COVID-19 membutuhkan alternatif pembiayaan dengan melibatkan sektor private/swasta dalam implementasinya. Menindaklanjuti hal tersebut, Pemprov DKI Jakarta melalui Unit Pengelola Jakarta Investment Centre (UP JIC) Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu yang mempunyai tugas menyelenggarakan riset promosi, pelayanan promosi, fasilitasi investor dan kerja sama investasi di daerah dengan tema Come and Grow with Jakarta memiliki arahan strategis untuk mendukung target investasi selaras dengan pembangunan kota DKI Jakarta melalui fasilitasi mekanisme kerjasama investasi dengan para investor. Namun dalam praktiknya, UP JIC belum dapat bekerja secara optimal. Dari pembentukan hingga saat ini seluruh proses fasilitasi investasi yang telah dilakukan UP JIC belum ada yang berhasil membuahkan kerjasama baik antara pihak swasta dan pemerintah baik itu fasilitasi pada proses kerjasama pemerintah daerah dengan badan usaha, business to business, direct investment ataupun kerja sama pemanfaatan. Penelitian ini bertujuan untuk menganalisis penyelenggaraan JIC di DKI Jakarta menurut *fifth discipline model* (Mental Models, Shared Vision, Personal Mastery, Team Learning, System Thinking) di Provinsi DKI Jakarta serta faktor-faktor yang mempengaruhinya. Peneliti menggunakan pendekatan post positivisme dengan metode penelitian kualitatif melalui wawancara mendalam dan studi dokumentasi. Hasil penelitian menunjukkan bahwa diperlukan penguatan pada aspek Personal Mastery melalui pengadaan tenaga ahli professional untuk memfasilitasi dinamisnya permasalahan investasi di DKI Jakarta. Selain itu UP JIC juga harus berkolaborasi secara lebih intens terhadap pemilik proyek yang ada di DKI Jakarta untuk dapat mengembangkan skema pembiayaan melalui mekanisme investasi yang menarik bagi investor melalui potensi-potensi penanaman modal yang ada di DKI Jakarta.

.....The COVID-19 pandemic has an economic impact that will affect regional income and regional spending. The decrease in Original Regional Revenue (PAD) from taxes and levies was caused by the large number of affected business sectors. On the other hand, the acceleration of spending will increase for unexpected spending in tackling the pandemic in the health sector. The high need for financing infrastructure project development needs in DKI Jakarta Province during the COVID-19 pandemic requires alternative financing by involving the private sector in its implementation. Following up on this, the DKI Jakarta Provincial Government through the Unit Pengelola Jakarta Investment Center (UP JIC) of the Department for Investment and One Stop Integrated Service which has the task of conducting promotional research, promotional services, investors facilitation and investment cooperation in the regions with the theme "Come and Grow with Jakarta" has a strategic direction to support investment targets in line with the

development of the city of DKI Jakarta through facilitating investment cooperation mechanisms with investors. However, in practice, UP JIC has not been able to work optimally. From the establishment until now, none of the investment facilitation processes that have been carried out by UP JIC have succeeded in producing good cooperation between the private sector and the government, whether it is facilitation in the process of cooperation between local governments and business entities, business to business, direct investment or utilization cooperation. This study aims to analyze JIC Performance In DKI Jakarta according to the fifth discipline model (Mental Models, Shared Vision, Personal Mastery, Team Learning, System Thinking) in DKI Jakarta Province and the factors that influence it. The researcher uses a post-positivism approach with qualitative research methods through in-depth interviews and documentation studies. The results of the study indicate that it is necessary to strengthen the Personal Mastery aspect through the procurement of professional experts to facilitate the dynamics of investment problems in DKI Jakarta. In addition, UP JIC must also collaborate more intensely with project owners in DKI Jakarta to be able to develop financing schemes through investment mechanisms that are attractive to investors through investment potentials in DKI Jakarta.