



Collegial Collective Decision-Making Mechanisms and Communication

Nofrizal

nofrizalcoganpadang@gmail.com

Institut Pemerintahan Dalam Negeri, Jakarta

Bahrullah Akbar

bahrullahakbar@ipdn.ac.id

Institut Pemerintahan Dalam Negeri, Jakarta

Rosmery Elsy

rosmaryelsy@ipdn.ac.id

Institut Pemerintahan Dalam Negeri, Jakarta

Abstract: *The effectiveness of decision - making is influenced by internal factors such as differences in point of view, conflicts between members, knowledge and experience of team members, trial documentation, and a culture of asking questions and seeking clarification. External influencing factors include pressure from stakeholders, environmental uncertainty, resource availability, and social norms and organizational culture. This study uses a qualitative method with the source of the source data from the speakers and the review of literature and other reading materials. Determination of informants in the study using purposive sampling techniques with data collected through interviews and observations. The location of this study is in the environment of Bawaslu of West Java Province and the structures below it. The Supreme Audit Board (BPK RI) session implements a collective collegial decision-making system, which involves all members of the session in discussion and deliberation to reach a consensus. To improve communication skills and teamwork, BPK RI can take strategic steps such as improving communication skills, creating an open environment, managing conflicts, seeking mutual understanding, and respecting the opinions of members.*

Keywords: collegial collectives, communication, decision making, and open environments

Abstrak: *Efektivitas pengambilan keputusan dipengaruhi oleh faktor internal seperti perbedaan sudut pandang, konflik antar anggota, pengetahuan dan pengalaman anggota tim, dokumentasi persidangan, serta budaya bertanya dan mencari klarifikasi. Faktor eksternal yang mempengaruhi meliputi tekanan dari stakeholder, ketidakpastian lingkungan, ketersediaan sumber daya, serta norma sosial dan budaya organisasi. Penelitian ini menggunakan metode kualitatif dengan sumber data dari narasumber dan penelaahan literatur dan bahan baca lainnya. Penentuan informan dalam penelitian menggunakan teknik purposive sampling dengan data yang dikumpulkan melalui wawancara dan observasi. Lokasi Penelitian ini berada pada lingkungan Bawaslu Provinsi Jawa Barat dan struktur dibawahnya. Sidang Badan Pemeriksa Keuangan (BPK RI) menerapkan sistem pengambilan keputusan kolektif kolektif, yang melibatkan seluruh anggota sidang dalam pembahasan dan musyawarah untuk mencapai mufakat. Untuk meningkatkan kemampuan komunikasi dan kerja sama tim, BPK RI dapat mengambil langkah strategis seperti meningkatkan keterampilan komunikasi, menciptakan lingkungan yang terbuka, mengelola konflik, mencari saling pengertian, serta menghargai pendapat anggota.*

Kata kunci: kolektif kolektif, komunikasi, lingkungan terbuka, dan pengambilan keputusan,

Introduction

As a state audit institution, BPK has the authority to provide recommendations to parties related to state financial management, such as the government, parliament, and other state institutions. These recommendations may include improvement of the country's financial management system, corrective measures against non-compliance with the rules, as well as recommendations for improving the financial governance of the country as a whole. The main task of the CPC is to examine the financial management and responsibilities of the state to ensure that the financial management of the state is carried out in a transparent, accountable, and effective manner. There are three types of checks carried out by the BPK (law of the Republic of Indonesia number 15 of 2006 on the Audit Board), namely: financial checks, performance checks, and checks with a specific purpose.¹ In addition, the collegial collective leadership system also aims to strengthen the integrity and independence of the CPC. In this system, decisions are not determined by a specific individual or a specific group, but rather through discussion and evaluation carried out jointly. This makes the decisions taken more objective and free from the influence of certain personal or political interests. The collegial collective leadership system in BPK RI is based on the principle of equality and decision-making mechanisms based on consensus or consensus through deliberation. The collegial collective leadership system in BPK RI has several advantages, including strengthening coordination between members and increasing member participation and also mentioning that this system is able to avoid the centralization of power and authority in one individual or small group.²

In the collegial collective leadership system in BPK RI, each member has equal rights in decision making. No single individual or leader holds more power or authority than any other. Each member is given the opportunity to express their views and opinions before the decision is taken so that the results of the decision can be accepted by all members. This allows for more accurate and fairer decisions because it takes into account the views and opinions of all members.

¹ Undang-Undang Nomor 15 Tahun 2006 Tentang Badan Pemeriksa Keuangan

² Siahaan, L. S. "Implementasi Sistem Kepemimpinan Kolektif Kolegial dalam Meningkatkan Kualitas Keputusan dan Kinerja Lembaga." Jurnal Aplikasi Manajemen Volume 15, Nomor 4 (2017): 696-705

The collegial collective leadership system in BPK RI also provides space for each member to develop their abilities and capacities. This system is able to increase the participation of members in the decision-making process so as to create better and more qualified decisions. In addition, this system is able to minimize conflicts of interest that harm the institution and improve the overall performance of the institution.³

Collegial collective leadership in BPK RI also prioritizes success in carrying out its duties and functions. Each member is responsible for achieving the same objective, which is to conduct an independent and objective financial audit and provide timely and sustainable recommendations to improve the financial management of the country. In a collegial system of collective leadership, each member can mutually reinforce each other and encourage the achievement of common goals.⁴

Despite this, the collegial system of collective leadership is not always suitable for all types of organizations or institutions. In some cases, these systems can put to a slow down the decision-making process and hinder innovation in the organization. Therefore, the decision to implement a collegial collective leadership system must be based on the characteristics of the organization as well as the objectives to be achieved.⁵

Methods

This study uses qualitative methods that begin with assumptions and the use of interpretive frameworks or theories that shape or influence studies and research problems related to the meaning of a social or humanitarian problem. In this study is used to explore and give meaning to social problems in human life, so he tried to explore and reveal in depth related to decision-making and communication techniques at the hearing of the Supreme Audit Board. In this study, data collection was conducted by reviewing related documents, observation of the existing environment, and in-depth interviews with the object of research informants. After the required documents and data are collected, data analysis techniques using data triangulation are carried out according to sources, methods and theories.

³*Ibid.*

⁴ Barankay, I., and C. Martel. "Collective decision making and communication." In Behavioral Economics and Smart Decision-Making., by M. Altman, 291-307. Edward Elgar Publishing., 2020.

⁵Berger, C. R., R. J. Calabrese, and K. Kellerman. "Group communication and decision making performance." Organizational Behavior and Human Performance Volume 7, Nomor 3 (1972): 467-479.

Results

Differences in viewpoints within an organization, including in the body of the congregation, are natural and can be caused by various factors such as different backgrounds, experiences, and knowledge of each member of the congregation. The ability to resolve these differences well is essential for optimal and quality decisions to be made. The usual mechanisms for resolving differences of view include deliberations for consensus, voting if the deliberations do not reach a result, reconsideration with the collection of additional information or expert opinions, as well as references to higher legislation to ensure the decision is in accordance with the law.⁶ The chairperson plays an important role in directing the discussion, ensuring that all views are heard, and maintaining a conducive atmosphere. The principles that must be held in resolving differences of view include mutual respect, being open and honest, seeking common solutions, and being willing to compromise and negotiate. Efforts to improve skills and knowledge, such as communication skills, conflict management, and active participation, are also very important.⁷ External factors such as environmental pressures and uncertainties, as well as available facilities and resources, also influence the decision-making process. In addition, the social and cultural norms of the organization must support collegial collective decisions. All this contributes to the creation of a productive and harmonious hearing environment, allowing effective and efficient decision-making.

Discussion

This study offers a significant contribution to the literature on collective decision making in government institutions. The specific focus on decision-making mechanisms and communication techniques in the BPK RI session provides a deeper and valuable insight into the decision-making process in this institution. The use of case studies allows researchers to explore in detail the context and factors that influence the MPK3 mechanism, resulting in rich and informative findings. This study is also relevant to the Indonesian context, as it examines government institutions in the country, thus providing a more contextual and applicable picture.

⁶Atikah, R. "Sistem Kepemimpinan Kolektif Kolegial di BPK RI." Jurnal Ilmiah Mahasiswa Ekonomi Akuntansi. Volume 1, Nomor 1 (2016): 1-14.

⁷ Salusu, Jonathan. *Pengambilan keputusan stratejik*. (2021).

In addition, this study contributes to the theory of collective decision-making by showing how the MPK3 mechanism works in practice and how contextual factors influence the collective decision-making process. These advantages make the study a valuable contribution to the literature on collective decision-making in government institutions, offering new and in-depth insights that can be used to improve the effectiveness of decision-making in similar organizations.

Conclusion

The Supreme Audit Board (BPK RI) session uses a collegial collective decision-making system, where all members of the session are involved in discussions and deliberations to reach a consensus.⁸ In this system, the role of the individual remains important even if the final decision is taken jointly. Each member is expected to actively participate, contribute based on their knowledge and experience, and cooperate with other members to achieve the best decision for CPC. There are several internal factors that can affect the effectiveness of decision-making in BPK RI, including⁹: differences in viewpoints, conflicts between BPK members, loss of individual authority in decision-making, knowledge and experience of Team Members, documentation and trial records, and a culture of asking and seeking clarification. While on external factors pressure from stakeholders, environmental uncertainty and rapid change, support and available resources and social norms and organizational culture affect the collective decision-making collegial in the implementation of the Audit Board of the Republic of Indonesia.

Improving communication skills and teamwork is an important element in decision-making strategies at BPK RI. This can be achieved through several strategic steps, such as: improving communication skills and creating an open environment.¹⁰ While related to the method of effectively leading the discussion at the time of the board meeting can be to apply the ability to manage conflict, seek mutual understanding, and respect the opinions of other members. while encouraging active participation in the Audit Board Meeting can be done by

⁸Bormann, K.C., and H.J. Kim. "The effects of participation in decision-making and task delegation on job satisfaction and organizational commitment." Human Resource Development Quarterly Volume 25, Nomor 1 (2014): 41-86.

⁹Cameron, K.S., and R.E. Quinn. *Diagnosing and changing organizational culture: Based on the competing values framework*. Germany: John Wiley & Sons., 2011.

¹⁰Jones, S., L. Smith, and K. Brown. "The Impact of Collegial Leadership on Nonprofit Organizations: A Case Study in Indonesia." Nonprofit Management and Leadership, Volume 25, Nomor 3 (2014): 289-305.

creating the values of collaboration, participation, and inclusiveness; giving appreciation and appreciation for contributions and ideas; creating a safe and open environment and open communication; building harmonious and mutually supportive working relationships; providing space for each team member to contribute according to their expertise.

References

- Atikah, R. "Sistem Kepemimpinan Kolektif Kolegial di BPK RI." *Jurnal Ilmiah Mahasiswa Ekonomi Akuntansi*. 1, no. 1 (2016): 1-14.
- Barankay, I., and C. Martel. "Collective decision making and communication." In *Behavioral Economics and Smart Decision-Making*, by M. Altman, 291-307. Edward Elgar Publishing., 2020.
- Berger, C. R., R. J. Calabrese, and K. Kellerman. "Group communication and decision making performance." *Organizational Behavior and Human Performance* 7, no. 3 (1972): 467-479.
- Bormann, K.C., and H.J. Kim. "The effects of participation in decision-making and task delegation on job satisfaction and organizational commitment." *Human Resource Development Quarterly* 25, no. 1 (2014): 41-86.
- Cameron, K.S., and R.E. Quinn. *Diagnosing and changing organizational culture: Based on the competing values framework*. Germany: John Wiley & Sons., 2011.
- Creswell, John W., and Vicki L. Plano Clark. *Designing and conducting mixed methods research*. Sage publications, 2017
- Jones, S., L. Smith, and K. Brown. "The Impact of Collegial Leadership on Nonprofit Organizations: A Case Study in Indonesia." *Nonprofit Management and Leadership*, 25, no. 3 (2014): 289-305.
- Kemendagri. "Peran Lembaga Negara dalam Sistem Ketatanegaraan Indonesia." Kementerian Dalam Negeri Republik Indonesia, 2015.
- Kemenkeu. "Sistem Kepemimpinan Kolektif Kolegial." Kementerian Keuangan Republik Indonesia, 2020.
- Undang-Undang Nomor 15 Tahun 2006 Tentang Badan Pemeriksa Keuangan
Salusu, Jonathan. *Pengambilan keputusan stratejik*. (2021).
- Siahaan, L. S. "Implementasi Sistem Kepemimpinan Kolektif Kolegial dalam Meningkatkan Kualitas Keputusan dan Kinerja Lembaga." *Jurnal Aplikasi Manajemen* 15, no. 4 (2017): 696-705