



Policy analysis and decision making by the Governor of NTT regarding school entry hours

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ABSTRACT

The policy on school hours is a controversial policy, where the public tends to view the policy negatively. Amid the negative response from the public, researchers have balanced assumptions to look more deeply at the positive aspects of the decision-making made by the Governor of NTT, Victor Bungtilu Laikodat, regarding the change in school entry hours in NTT. Therefore, based on these objectives, this research needs to be carried out as a reference in analyzing and describing the policy process and decision-making approach used by a policy actor so that later he can avoid himself from failure in decision making. This study uses qualitative research by collecting data using literature studies both reading books and information circulating from national and local media. The object of research is also limited to decision-making actors, Governor of NTT, Viktor Laikodat, and supporters of this policy, the Office of Education in NTT. The results of the research show that Governor Victor as a policy actor in establishing this new policy can be categorized in the science of decision making as Doing First or doing first. This is because in Indonesia it is still not customary to advance school entry hours at 05.30 WITA. The move made by Governor Victor is something that is considered new in the world of education, causing a new polemic in the public space.

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INTRODUCTION

Victor Bungtilu Laikodat is the Governor of East Nusa Tenggara Province (NTT) who was appointed for the 2018-2023 period by the East Nusa Tenggara General Election Commission on June 27 2018 and was appointed by President Joko Widodo on September 5 2018. In his role as a leader as well as a policy actor, he is considered to have leadership characteristics that are "servant antagonistic" so that a lot of policies that have been set cause various reactions from the public because they are considered "controversial" and have multiple interpretations (FoEh, 2021). One policy that has become controversial is the change in school entry hours in NTT.

In mid-February 2023, Indonesia was shocked by a number of media reports regarding the policy of the Governor of NTT Victor Bungtilu Laikodat to regulate school entry hours in NTT.

The policy for school entry hours in NTT is through a circular letter from the Governor of NTT on 7 November 2022 where students are required to enter at 05.00 Eastern Indonesian Time, together with a walking policy. This controversial policy is interesting and very important for us to carry out research as S2 students at the Jakarta State University in Education Management in decision-making courses because it relates to analyze and describe the process of forming the SE 7 November 2022 policy at the public policy level and the decision-making approach taken by the Governor of NTT Victor Bungtilu Laiskodat regarding changes to school entry hours in NTT.

So, based on the data sources that we have collected, the background for the emergence of a policy stipulation regarding changes to school entry hours in NTT is based on Data for the Human Development Index (IPM) for the NTT Province in 2021 is 65.28%. The supporting components of HDI in NTT according to BPS data are education, health, income, life expectancy. In the data we got, NTT is included in the third lowest province where number one is obtained by Papua and West Papua where the national average is 72.29%, meaning that with the title of the 3rd lowest province of the 34 provinces in NTT, its development is still below the national average. . With the title of 32 carried, the province of NTT must improve a lot in the sectors of Health, Education, Income per capita, Birth Expectancy, Life Expectancy and various supporting indicators for the BPS HDI assessment in the province of NTT.

SE Governor Victor's policy can be identified as a policy. The term "policy" or "policy" is used to refer to the behavior of an actor (eg an official, a group or a government agency) or a number of actors in a particular field of activity. Then policies that are more scientific and systematic concerning public policy analysis. While the word public (public) itself partially defines the state. The term public can be traced from the history of the ancient Greek and Roman states, which meant that the public referred to a community or state.(Cudai & Guntur, 2019) The term public policy has many theoretical understandings which in essence can be defined as decisions that are deliberately made by the government, as a form of strategy to realize the goals of a country in order to fulfill the interests of the general public. As a strategy, in public policy the political preferences of the actors involved in the policy process have been summarized, especially in the formulation process. In addition, public policy is not only positive, but also negative, in the sense that decision choices are always accepting one and rejecting the other.(PUSAKA LAN RI, 2015; Rusdiana, 2015; Tilaar & Nugroho, 2009)

In February 2023, after many media reported on SE Governor Victor's policy, the pros and cons emerged. Policies taken by the government often raise pros and cons in society. So it is necessary to do an analysis in assessing the benefits of these policies including this problem.(Rusdiana, 2015). Analysis of a policy is needed in order to obtain the information needed to formulate a qualified policy. This is because when describing how policies are made can give us the information needed to make good decisions about the things we have to do when making policies. In other words, process descriptions are part of behavior descriptions which, although they cannot recommend actions, can provide important information for coming to informed decisions about how policies should be made. The statement states that a policy is very useful to present various information to develop policies before the policies are formulated.(Safitri et al., 2021) The main key that can be done in policy analysis is the need to identify the problem and the purpose of formulating the policy. HThe things that should be the center of attention of a policy analyst are 1) attention to the problem or problem and the relationship between public policy and the problem, 2) attention to the content or content of public policy, 3) attention to what is done and not done by policy makers (more focused on inputs and processes), 4) attention to the consequences of policies in relation to outputs and outcomes(Handyo, 2012). The role of policy analyst is usually found in academic institutions, independent research institutions, political parties, and the like. This shows that policy analysis activities are also commonly carried out by actors in government institutions, although currently no special unit has been formed. To be able to emphasize the importance of these activities, the establishment of a policy analyst as a functional

position is already an urgent matter in order to provide support to the government as a policy actor or "Policy Actor".

Policy Analysis Process, in analyzing policies must have a focus on different stages in the public policy process (formulation, implementation and evaluation), ideas, beliefs and assumptions related to the policy process. Many experts have expressed their views on the process of conducting policy analysis. One of them is Patton and Sawicki in their book entitled "Basic Methods of Policy Analysis and Planning" (Prentice-Hall, New Jersey), which divides the policy analysis process into six steps as follows. (Tilaar & Nugroho, 2009)

First "Define *the problem*" or define problem is step First in process analysis policy, Which involve identification And understanding problem or problem Which want solved by policy. The second "Determine Evaluation Criteria" or the stage of determining the evaluation criteria is an important stage in which the analyst determines the evaluation criteria for the evaluation of existing or implemented policies. The third "Identify Alternative Policies" or the stage of identifying alternative policies in policy analysis refers to the step where the purpose of this process is to identify various alternative policies that can solve a problem or achieve certain goals. The fourth "Evaluate Alternative Policies" or the stage of evaluating alternative policies is the policy analysis stage in which various alternative policies are evaluated and compared to choose the policy that best suits the objectives to be achieved. The process of evaluating alternative policies in policy analysis is very important because it can help governments and other organizations choose the policy options that are most effective in achieving their objectives. The fifth "Select Preferred Policy" or choosing the preferred policy is an important stage in policy analysis because the decisions taken at this stage affect the policies that will be implemented in the future.

The six "Implement the Preferred Policy" or implement the recommended policy is the next step in policy analysis after the "Select Preferred Policy" step. In this phase, the policies selected in the previous stage are actually implemented or implemented in practice. Policy makers and program implementers must regularly monitor and evaluate policy implementation to ensure that the implemented policies are effective, efficient and achieve the desired goals.

There are various sources of policy needs aimed at meeting increasingly complex public needs and problems, including legislation, legislation programs, planning documents such as short, medium, long term development plans, and strategic plans, as well as sources of policy needs in answer actual issues. Actual issues receive great attention for various reasons, for example concerning the interests of the people, reach a critical point to be resolved immediately, have a broad impact on society, for example democracy, justice, family, and have implications for the public budget. The source of the problem or dissatisfaction can be from an old problem that has not previously been on the public agenda, a completely new problem as a result of development, remnants of previous policy issues or due to failure in the implementation of a policy. The role of policy actors does not stop at identifying policy problems, but also how these actors solve existing problems or issues by making the right decisions. Decision making is the art of choosing the most reasonable and appropriate decision for a particular context and having a value judgment before deciding on it. (PUSAKA LAN RI, 2015)

In a book entitled Handbook of Decision Making by Paul C. Nutt and David C. Wilson, Henry Mintzberg and Frances Westley state that in making rational decisions, there are three approaches, namely "Thinking First", "Seeing First" and "Doing First". (Nutt & Wilson, 2010). "Thinking First", a decision-making approach "Thinking First" (thinking first) is an approach that requires thinking and thorough analysis of available information before taking the right action or decision. Before making a decision, a decision maker will consider all relevant factors, assess the consequences of each decision, and weigh the risks and benefits of each decision. Therefore, this approach is based more on the belief that careful and thorough thinking can help ensure that the decisions taken are correct and have a positive impact. In this context, "Think First" refers to a

critical and logical thinking process that can help a person make smarter and more effective decisions.

In every decision-making process, policy actors are not certain to produce successful decisions. However, it is possible that the decision made may result in a failed decision. In the same book, Paul C. Nutt argues that when decision makers make the wrong decisions in an organization, the results will have a long-lasting impact on the organization. When decisions fail, decision makers have made premature commitments and wasted their resources. Hasty decisions and misused resources lead decision makers to perform error-prone procedures. This series of events is staggering in terms of the frequency of its observations and the magnitude of their consequences. Failures multiplied as this series of events unfolded. In his book entitled "(Nutt, 2002)

In a book entitled *Handbook of Decision Making*, Paul Nut also discusses "Building A Decision-Making Action Theory" where at the beginning of the chapter Paul Nut states "Failed decisions in organizations have disastrous outcomes with long-term effects"(Nutt & Wilson, 2010). From this statement it can be concluded that in a failed decision making in the organization has a disastrous result with a long impact. The rest Nut in his book in this chapter describes 400 forms of decision-making cases.

In most cases, errors in decision making occur due to a lack of sufficient analysis and consideration of options. Therefore, things that can be done to prevent failure in decision making are to collect information carefully and consider all available options before making a decision, and also involve various parties involved in decision making, so that information and various points of view can be accommodated and used optimally in the decision-making process.(Nutt, 2002)

There are several previous studies that have raised similar issues regarding policy analysis and decision making, such as: research on public policy analysis related to the formalization of Islamic boarding schools in Indonesia(Sholeh, 2022). Then research was conducted on leadership decision-making policies in Islamic boarding schools to improve the managerial quality of formal education(Aslamiyah et al., 2022). Research conducted on the analysis of the effectiveness of public policies pro-poor: A case study of the implementation of the Raskin program in West Java Province in 2007 (Parulian Hutagaol & Asmara, 2008). Research conducted on the Aceh governor's policy regarding governor regulation (PERGUB) Number 49 of 2016 granting maternity leave with an analysis study of exclusive breastfeeding leave(Trivani, 2022). And research done on Norman Fairclough's critical discourse analysis on Victor Laiskodat's controversial statement about his speech made after his appointment as governor of NTT(Gasa, 2019). Based on In previous studies, it can be concluded that in the research that will be carried out by researchers there are state of the art or elements of novelty or gaps found from relevant previous studies, namely this research will focus more on on the policy analysis and decision making of the Governor of NTT namely Victor Bungtilu Laiskodat which was controversial through SE 7 November 2022 regarding school entry hours in NTT.

So it can be concluded based on the theoretical construction that we have built and the results of the state of the art or elements of novelty or gaps found from relevant previous studies, the formulation of the problem in this study is what is the process for forming the SE 7 November 2022 policy at the public policy level and what is the decision-making approach taken by the Governor of NTT Victor Bungtilu Laiskodat regarding changes to school entry hours in NTT. This research very important to do because aims to analyze and describe the process of forming the SE 7 November 2022 policy at the public policy level and the decision-making approach adopted by the Governor of NTT Victor Bungtilu Laiskodat regarding changes to school entry hours in NTT. While the benefits of this research are as a reference source in analyzing and describing policy processes and decision-making approaches that can be used by a policy actor so that later they can avoid failure in decision making. An in-depth explanation to mix and match the theory we have collected with the existing case studies will be discussed in the following discussion.

RESEARCH METHOD

This research uses a qualitative approach. As meolong states that the qualitative method is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior (Harahap et al., 2023). Ghony argues that by using this approach, researchers can recognize the subject and feel their experiences in everyday life. Qualitative research is intended to describe and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, and human thoughts individually and in groups (Trivani, 2022). Therefore, in using a qualitative approach in this study bAttempts to find theories by digging up data from the real world, in this case data obtained from new policy data made by the Governor of NTT regarding changes to school entry hours which have been adjusted to the focus of research, and conceptualized into certain theories related to the process of public policy analysis. In order to describe and reveal phenomena or events that are directly relevant to the research topic, the decision was made by the Governor of NTT to improve the quality of education in NTT, specifically in terms of increasing the number of NTT students who successfully passed into PTNflagships such as UI, UGM and so on.

The qualitative method in this study using case study analysis is used to explain the phenomenon being investigated and to better understand the people and circumstances involved. Case study research is characterized by its narrow emphasis on a single topic that has been proposed for investigation (Aslamiyah et al., 2022). Researchers in this study used a case study analysis approach to get to the core of the problem, namely data points related to how the analysis process was in establishing policies and what decision-making style was used by the Governor of NTT regarding the establishment of these policies. The purpose of the case study is to get a complete and detailed picture of the current reality and phenomenon through an in-depth examination of certain individuals, groups, organizations, programs of activity at a certain period. Then the data collected from the case study is further analyzed and used to formulate a hypothesis about a phenomenon. Case study data were collected through in-depth interviews, field notes, and other qualitative research methods. However, due to space and time limitations In this study, data collection prioritized literature studies, both reading books and information circulating from national and local media to obtain an objective standing point for decision making on SE 7 November 2022 and then revised into a policy that is up to date today in NTT. The object of research is also limited to the decision-making actors of the Governor of NTT Victor Laiskodat and supporters of this policy, the Education Office in NTT. Hopefully this research will trigger new, more comprehensive research in the future.

RESULTS AND DISCUSSION

In a democratic government system, determining the direction of a public policy is always inseparable from the role of public opinion. Public opinion itself simply refers to a choice, opinion or preference held collectively by the majority of people in a political area. Public opinion creates an agreement that ultimately forms a shared understanding of an issue. This collective understanding eventually becomes a discourse or public discourse on a problem in society which then becomes a consideration for the government, bureaucrats and related authorities in formulating a policy. (Prawira et al., 2022). Likewise, public policy in NTT recently has become a public opinion full of controversy.

Public policy in NTT certainly has pros and cons in society, so it is worth examining in this discussion. We use the policy analysis process made by Patton and Sawicki in 1993, apart from the public policy aspect, there is a theoretical basis for decision making as well. Try to see from this incident, we try to explain two things related to public policy and decision-making in analyzing the incidents that occurred in the early wake-up policy for students in NTT. Meanwhile, according to Patton and Sawicki in their book entitled "Basic Methods of Policy Analysis and Planning"

which divides the policy analysis process into six steps as follows while looking at the portrait of the implementation of the policies of the Governor of NTT:

Define the Problem:

The main problem with the formation of the SE 7 November 2022 policy is that based on data obtained from BPS, NTT still has the HDI title for 2021, ranking the 32nd lowest out of 34 provinces throughout Indonesia. Education is the main pillar of the assessment in assessing HDI in addition to health, life expectancy and child birth rates. As explained in the introduction, the NTT HDI figure is 65.28% in 2021 where the National HDI figure is 72.72%. Reporting from CNNIndonesia.com, Governor Victor's desire to raise the level of education is no joke, the education budget in NTT is 50% for the world of education but it is difficult for the sons and daughters of NTT to enter leading universities such as UI, UGM and so on. Governor Victor's record without the general allocation fund (DAK) budget for NTT's pure budget for the Education sector is 35%, if you look at it as a whole, in terms of the budget posture of the Education and Culture Office, the figure is between 49% and 50%. With this low figure, the HDI is still the third lowest and in the view of governor Victor, not many NTT children enter leading universities in Indonesia. Supposedly with the allocation of funds for the Education sector which exceeds the national average of 20%, NTT can rise from the downturn in both the HDI assessment and the opportunity for NTT children to study at well-known universities in Indonesia. As the governor of NTT, he realizes that NTT is lacking in terms of qualified human resources from other regions whose educational investment is still below NTT.

Governor Victor's SE November 7 2022 policy can be identified as a Policy Actor where he as the head of the region in NTT takes the role of regulating school entry hours to 05:00 WITA. The emergence of this policy can be categorized in the science of decision-making as Doing First because in Indonesia it is quite rare that we find that there are a lot of advancing school hours by adding hours of lessons at the end. What Governor Victor has done is something that has just happened in the world of education, so the authors identify decision-making as a product of the Doing First policy, moreover Governor Victor also recognizes this as a means of experimenting with disciplining students in NTT.

Determine Evaluation Criteria:

The background to SE 7 November 2022 regarding the early wake-up students must be present at school at 05:00 WITA is, Linus Lusi, the head of the NTT Education Office, emphasized that in a press release, school entry rules are an effort to improve the quality of proper education in NTT. In addition to the head of the Governor's service, Victor also explained that what he was doing was solely to motivate students according to working hours in general, according to the head of the governor's SE policy service to discipline students in NTT, so students have to wake up at 04:00, it is estimated that 04:30 is already school road and at 05:00 already arrived at school. Governor Victor also explained that according to him the culture of sleeping can also be regulated by high school/vocational high school students going to bed at 22.00 WITA and waking up at 04:00 00 sleeping 6 hours is enough if you are in a city not far away 30 minutes have arrived at school 30 minutes before getting ready to take a shower. Outside of the world of education, a group of researchers Kyue Taek Oh and a team of researchers at Hanyang University in South Korea researched that getting up early in the morning would change human behavior.(Oh et al., 2022), just like governor Victor's statement in this study there are three good effects of getting up early 1) getting up early so on time, 2) getting out of sleep inertia, 3) starting early. Hanyang University researchers apart from getting up early, the research object is also encouraged to do Squad sports after getting up early. This research was conducted for two consecutive weeks and the object of respondents were Korean citizens 36 people. In the Med Express book, the quality of human sleep must be regulated so that it regulates awareness periodically where in sleep natural awareness will

stop, the brain has a structural function with sleep will keep the brain working well.(Akoso & Akoso, 2009). This policy of regulating waking up is something unique, the authors argue that the policy of sleeping early or staying up late is a private right of a human being. It is less common for it to be regulated by the local government, although many health studies say that staying up late is not good but regulating sleep by the state is a new thing

If you look at the Education policy what governor Victor is doing, it really feels like Doing First because it's not commonly practiced in Indonesia, even though career school institutions such as the police academy, military academy, and STPDN school seem to get up early to start their activities earlier than the sun before sunrise, especially in Islam there is a boarding school. However, in NTT or other areas in Indonesia, an early wake-up policy has never been issued like in NTT. If we see a research journal from Hanyang University examining the human work ethic from getting up early in the morning, we feel that what governor Victor hopes for is in line with the results of their research, although this is definitely foreign and unfamiliar in Indonesia, especially in NTT. Indeed, a policy must have its pros and cons, let alone a policy that fundamentally changes the pattern of human life.

Identify Alternative Policies:

After the issuance of the Governor's SE dated 7 November 2022 and a lot of input and criticism from the local public of NTT and Indonesia in general on 27 February 2023 the head of the service provided further explanation regarding alternative policies and further information. First of all the head of the service emphasized that school starts at 05:30 WITA and the focus is on the city of Kupang for trials on 10 SMK and SMA schools in Kupang:

SMA Negeri 1 Kupang
SMA Negeri 2 Kupang
SMA Negeri 3 Kupang
SMA Negeri 5 Kupang
SMA Negeri 6 Kupang
SMK Negeri 1 Kupang
SMK Negeri 2 Kupang
SMK Negeri 4 Kupang
SMK Negeri 5 Kupang

Criticism from local NTT people varied, starting from the security aspect if it applies throughout NTT, feelings of crime and immorality if leaving in the early hours of the morning, finally an evaluation of the policy was carried out only in 10 schools as written above. Identifying alternative policies can be done using the SWOT analysis method, SWOT is Strength, Weakness, Opportunities, Threats. These four theories are theories that are commonly used to analyze a policy.(Sarsby, 2012). After the policy was released, it turned out that a negative response could be interpreted as a weakness and a threat, then the policy could be elaborated so that the weaknesses and threats did not last too long, so it was replaced with a smaller scale policy, piloting the policy in the city of Kupang.

Evaluate Alternative Policies:

The initial policy on November 7, 2022 applies throughout NTT Province, but on February 27, 2023 the latest policy is that the policy only applies to 10 schools in the city of Kupang and this policy only applies to grade 12 high schools and vocational schools in the Kupang area. In his press release the Governor of NTT insisted on his policy and promised not to revoke the policy despite the many criticisms directed at him. What the head of the service did was an alternative form of policy after much criticism from various parties, both in NTT and at the national level. Moreover, the media quoted the unfavorable response in the national media from governor Victor and even became the object of ridicule for several national comedians from NTT. within a few months you

can see that the object of the policy has changed due to public pressure asking for the governor of NTT's policy to be revoked because various kinds of problems will arise, pressure from the teachers' union will also speak out regarding this policy if it is implemented throughout NTT, finally the policy product is scaled down and only applies in 10 SMK-SMA in the city of Kupang, although the target object is still to try to maximize students in Kupang to enter state universities such as UI, UGM and so on to improve the quality of human resources in Kupang itself. In Hadiwijoyo's book, which writes about the role of the governor, says the theory of the Integrated Prefectoral System (IPS) where a governor has the authority to supervise, coordinate, and facilitate the administration of regional government in the implementation of regional autonomy. although the target object is still the same, namely trying to maximize students in Kupang to enter state universities such as UI, UGM and so on to improve the quality of human resources in Kupang itself. In Hadiwijoyo's book, which writes about the role of the governor, says the theory of the Integrated Prefectoral System (IPS) where a governor has the authority to supervise, coordinate, and facilitate the administration of regional government in the implementation of regional autonomy. although the target object is still the same, namely trying to maximize students in Kupang to enter state universities such as UI, UGM and so on to improve the quality of human resources in Kupang itself. In Hadiwijoyo's book, which writes about the role of the governor, says the theory of the Integrated Prefectoral System (IPS) where a governor has the authority to supervise, coordinate, and facilitate the administration of regional government in the implementation of regional autonomy. (Hadiwijoyo, 2011). This means that in IPS Governor Victor has carried out the oversight and coordination functions related to the initial policy or evaluation policy announced by the head of the Education office in NTT.

Selected Preferred Policy:

After the selected policy alternatives were implemented in the field, then the Governor of NTT did evaluation policy new. On phase This, analyst evaluate strategy Which There is or strategy alternative Which proposed to criteria certain And choose practice Which most relevant or worthy. And finally decided to apply this policy to only 2 high school schools. The choice of where to implement this policy is based on the capabilities of each school as the place for implementing the new policy. SMAs that are ready to implement this new regulation are SMA Negeri 1 Kota Kupang and SMA Negeri 6 Kota Kupang.

Implement the Preferred Policy:

After going through a series of pros and cons processes obtained from the public, the Governor of NTT then implemented regulations regarding class entry hours to two schools that were capable of implementing the policy. However, the implementation of this new policy is still in the socialization stage to parents of students and the process of reviewing this rule is still ongoing so that this policy will be reviewed on March 27, 2023 to evaluate the results obtained. Is the policy that has been implemented for more than one month in accordance with the expectations expected by policy-making actors and their supporters or does there really have to be renewal regarding alternative choices in establishing even better policies?

In implementing a new policy, it is certain that there are pros and cons that occur in public spaces, both from the local community and the general public. Therefore, in making a decision, it must be considered very well so as to obtain effective and efficient policy results. Actually, there are many positive things to get from getting up early. As the results of research conducted by Kyue Taek Oh, et al., which stated that getting up early can increase a person's productivity in starting his daily life so that he is better prepared to welcome the routine that will be carried out. However, this is not too familiar if it is implemented in the world of education. Can it really have a positive impact on improving the quality of education in Indonesia or are there really many other alternatives or other recommendations that are more acceptable to the public regarding improving

the quality of education in Indonesia, especially in disadvantaged areas such as NTT. a policy must be accompanied by a good delivery process if learning from this case, the role of actors is also very important to narrate new policies so that they don't become what Paul Nut mentioned "Failed decisions in organizations have disastrous outcomes with long-term effects". What Nut means is that wrong decisions in the organization can have a long lasting impact on the organization. The organization here is the local executive agency/governor,

CONCLUSION

The Governor of NTT implemented a new policy to improve the quality of education in NTT by changing school entry hours. This new policy raises pros and cons because of the unusual school entry time, which is 05.30 WITA. Based on the results of the analysis and discussion that has been carried out, it can be concluded that governor Victor as a Policy Actor in establishing this new policy can be categorized in the science of decision making as Doing First or doing first. This is because in Indonesia it is still not customary to advance school entry hours to 05.30 WITA. The breakthrough made by Governor Victor is something that is considered new in the world of education. A good decision must be accompanied by good planning. Previously, the stages of the policy process had been studied within the theoretical framework made by Patton and Sawicki in 1993, in fact there was nothing wrong with the policy process, everything was based on positive things, but it was indeed relatively new, especially what the governor wanted was to change student behavior and even today civil servants are also the object of behavior change getting up for and going to school or office. A decision must avoid what Paul C Nut said in his book "Failed decisions in organizations have disastrous outcomes with long-term effects" actually there is nothing wrong with the policy process, everything is based on positive things, but it is indeed relatively new, especially what the governor wants is to change the behavior of students and even today civil servants are also the object of behavior change when they wake up and go to school or work. A decision must avoid what Paul C Nut said in his book "Failed decisions in organizations have disastrous outcomes with long-term effects" actually there is nothing wrong with the policy process, everything is based on positive things, but it is indeed relatively new, especially what the governor wants is to change the behavior of students and even today civil servants are also the object of behavior change when they wake up and go to school or work. A decision must avoid what Paul C Nut said in his book "Failed decisions in organizations have disastrous outcomes with long-term effects" (Nutt & Wilson, 2010) an erroneous decision within an organization can have a negative and prolonged impact, for the government in NTT through the head of service it must explain as clearly as possible regarding this policy and make alternative solutions related to negative understanding from the public by elaborating/changing the early wake-up policy to 05:30 in. and focus on 10 high schools/vocational schools in the Kupang area. Therefore, it is very interesting to analyze the decision-making attitude used and how long this policy will last. The author hopes that this research will trigger new, more comprehensive studies related to public policy decision making in the future. In Hendra Widodo, published in 2020 (Widodo & Nurhayati, 2020) writes the role of community relations with schools which is also interpreted by Mulyasa public relations with schools is the whole process of activities that are planned and attempted deliberately and earnestly accompanied by continuous coaching to gain sympathy from the community in general and especially those with a direct interest in schools.

Sympathy will grow if the school establishes an intensive and proactive relationship while building a good institutional image. If it is related to this case, when discussing the role of public relations in this case, local government institutions are included in community institutions that have a relationship with schools. in terms of public relations and schools, the two institutions should have a positive image in terms of their relationship. The relationship with the government and schools is a collaboration that is classified as public relations, it can be in the form of the central

government, local government, the police must have a good cooperative relationship (Baedowi, 2015). The relationship between local government and schools must be harmonious so that regional goals or targets in the world of education can be achieved together. In this research, the researcher realizes that there are still deficiencies in the journal we made today because the basis is still on literature studies and we hope that in the future there will be further research related to the policies of the Governor of NTT, both qualitative and quantitative.

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