

Bureaucratic Reform at the Directorate of Politics and General Government, Ministry of Home Affairs

A. Annisa Nurul Ramadhani¹, Muh. Nur Sadiq², Muhammad Rusdi³
{annisanurul1357@gmail.com¹, Nursadiq@unhas.com², abuzuhamih0636@gmail.com³}

Hasanuddin University, Indonesia^{1,2,3}

Abstract. This research was conducted to determine the implementation of bureaucratic reform at the Directorate of Politics and General Government of the Ministry of Home Affairs. Bureaucratic reform itself is carried out in order to create a professional and accountable government organization. There are eight areas of change in the grand design of bureaucratic reform which are the focus of development, the authors use these eight areas of change as indicators to be examined. In this study the authors used qualitative methods with direct interviews with leaders and employees who became actors in realizing bureaucratic reform.

Keywords: Bureaucratic Reform-1; Directorate of Politics-2, General Government-3

1 Introduction

Governments in developing countries, including Indonesia, pay serious attention to bureaucratic reform efforts. The national policy agenda in the last decade in these countries has included bureaucratic reform programs, such as public service reform, [1] government procurement reform, [2] and payroll reform, [3].

Reform in Indonesia began with the delegation of power from President Soeharto to President BJ Habibie. Initially, bureaucratic reform only focused on improving the power in the executive. Meanwhile, at the beginning of the bureaucratic reform, it was not entirely in a better direction, [4].

The existence of a crisis of confidence in the bureaucracy was a natural thing to happen at that time, because the bureaucracy was used as an instrument by the authorities to maintain their power. The public bureaucracy, both civil and military, was only placed as a tool by the authorities during the New Order regime rather than just to carry out public services, [5]

Bureaucracy is of course a public concern because it is close to matters regarding public services. However, based on the facts, the bureaucracy tends to show poor performance. So that many people judge the bureaucracy bad, [6].

Currently, the government is still actively carrying out improvements in all lines of its government bureaucracy. Various efforts have been taken by the government to create an organization that is clean and able to serve well and be able to meet the needs of the community, starting with Ministries/State Agencies and Local Government Agencies. One of them is the Planning Section of the Directorate of Politics and General Government of the Ministry of Home Affairs. Starting in 2019 by making several comprehensive efforts in implementing bureaucratic reform with efforts to develop and increase employee integrity and competence as well as organizational arrangements so that what is expected can be realized.

2 Research Methods

Research conducted by the author using a qualitative descriptive research method. Where according to Sugiono the qualitative research method itself examines more related to natural objects, with data collection techniques carried out by triangulation, [7].

3 Result and Discussion

Based on the results of research conducted on bureaucratic reform at the Directorate of Politics and General Government, Ministry of Home Affairs, researchers obtained information related to bureaucratic reform that was carried out based on five aspects of bureaucracy which became the benchmark for achieving good governance. According to Sedarmayanti, to realize the goals of bureaucratic reform it is necessary to carry out Organizational Arrangements, Management Arrangements, Arrangements for Human Resources/Apparatus, Accountability and Public Services, [8].

3.1 Organizational Arrangement

Organizational management is a process of improvement in an organization by simplifying the organizational structure to make it more streamlined, so that it is more optimal in carrying out existing tasks and functions.

According to Benzer et al., (2017) put forward several forms of organizational arrangement, namely: a) Implementation of service standards in each public service unit; b) There is an application of minimum service standards in accordance with what has been stipulated by Ministries/Non-Ministry Government Agencies in Provincial and District/City Governments.

Efforts to reorganize the organization are also carried out by the Directorate of Politics and General Government through the Planning Section. This was stated during the interview :

“...In terms of organizational management in accordance with government policies, there is simplification of the bureaucracy. The Minister for Administrative Reform and Bureaucratic Reform initiated this. December 2020 The Directorate of Politics and General Government in general, including the planning section, has simplified the bureaucracy, from the Echelon IV structure it has been changed to a young expert function, so the organizational structure has been working. Of course, the organizational structure has not only changed. The pattern of work has also changed, from structural to now more functional, that way it is more fluid, no longer fragmented.”

Based on interviews with informants, it can be seen that the simplification of the bureaucracy has been carried out and has had a good impact on the organization itself, such as a change in the working pattern of the apparatus which is faster and maximal. considered too bureaucratic and has a long chain of command. So a simplification of the bureaucracy was carried out, because the simplification of the bureaucracy itself aims to improve the quality of public services and the performance of public organizations, which so far have been complained by the public. In order to improve public services, it is necessary to make changes in an organization, by providing good service to the community and avoiding regulatory attitudes.

3.2 Management Arrangement

Management Arrangement is defined as a way that is done to organize, and carry out an activity. The purpose of the utilization of management itself is to realize effective, efficient, concise, not long-winded management and openness and to be able to provide good service to the community. Meanwhile, the goals to be achieved in the utilization of these procedures are by simplifying and disciplining the governance system, procedures and work mechanisms of the government apparatus itself, [9].

Based on the Regulation of the Minister of Administrative and Bureaucratic Reform Number 12 of 2011 regarding guidelines for improving management, this regulation is used as a reference for the Directorate of Politics and General Government, to carry out management arrangements in order to realize bureaucratic reform.

"...In terms of arrangement in the Planning Section it has been regulated by a performance formation system or what is commonly called sikerja, including automatic attendance. Right now our management system is much more flexible due to the pandemic conditions so work from home rules are set, this WFH is our communication through the system, via whatsapp for example, and this is already running so the work doesn't have to be done in the office, because we can also do it at home "

Based on interviews with informants, it shows that there is a pattern of changes in the work of the bureaucratic apparatus at the Directorate of Politics and General Government, where the presence of information and technology systems makes work easier in the bureaucracy itself, for example by using the sikerja application to monitor employee performance with the target of employee performance being plans and targets that must be achieved within the assessment period that are real and can be measured and agreed upon by employees and their superiors.

3.2.1 Human Resource Management Arrangement

Basically repair human resources is done in order to create a bureaucracy that is able to provide maximum service to the community. Meanwhile, according to Veithzal, Human Resource Management is all areas consisting of planning, organizing, then how the process is carried out and there is control in it, [10].

The arrangement of human resources itself is part of the scope of public management which has a focus on managerial processes that exist in human resource planning itself. The Directorate of Politics and General Government, the Ministry of Home Affairs also continues to work on structuring human resources for apparatus to create bureaucratic reform. This was stated in the interviews conducted :

"...For the arrangement of Human Resources management, actually we have also done many things, one of which is providing technical guidance or training to employees. Starting from Candidates for Civil Servants, becoming permanent employees, until later they will also be given technical guidance or technical training in accordance with the scope of their duties. An example related to the tasks in the Planning Section is Education and training for Compiling Performance Reports. Now that has been given, and exceeds the target, generally employees get twenty hours of lessons, and this has exceeded the target and is routinely carried out every year. The score in the management system area of Human Resources for Apparatuses from the Directorate of Politics and General Government including the Planning Section has been very good "

Based on the results of these interviews it is known that the process of restructuring Human Resource Management in the Planning Section has been carried out well, through various activities or training given to employees to improve their abilities.

3.2.2 Accountability

According to Ghartey in Sedarmayanti, accountability is aimed at finding answers related to the question of what service, who, to whom, whose, which, and how. Accountability is one of the control instruments related to the achievement of results in public services.

Accountability is required to provide reports regarding all actions and activities related to the financial administration section to superiors. An indicator in measuring a performance is the obligation of every individual or organization to be accountable for the results of their performance through subjective measurements. In accordance with the bureaucratic reform policy of the Directorate of Politics and General Government, carry out the accountability process in accordance with the existing provisions :

"...Basically, the accountability process itself has been carried out, we often upload related evidence of any programs or activities carried out in coordination with the Head of Administration in each directorate, later the results of what has been done will be evaluated by Kemenpan RB as the main evaluator, and this is part of accountability".

It can be explained that the Directorate of Politics and General Government carries out the process of uploading evidence or evidence of any programs or activities that have been implemented, in accordance with what is the provision for assessment related to bureaucratic reform in accordance with bureaucratic aspects.

3.2.3 Public Service

Public services are all activities carried out to meet the basic needs of the community, whether goods, services or administrative services related to the public interest.

In this case the public service process at the Directorate of Politics and General Government is carried out by providing services to the public regarding what is needed in accordance with the duties and functions of the organization :

"...The public service process is now online, from several public services there is a section that issues a certificate of registration for an Ormas, then issues research certificates for foreign citizens, or foreign institutions, so far Polpum already has Standard Operating Procedures for these public services. one of the latest surveys proves that consumers or users of Polpum's online services are very satisfied. This can be seen from a survey conducted and published regarding ULA services, from the UKE 1 Echelon 1 Work Unit".

It can be seen that the Directorate General of Politics and Public Administration, performs public services either directly or indirectly or online related to the issuance of registered certificates or SKTs for community organizations, research certificates for foreign citizens or foreign institutions, this is in accordance with the standar operasional prosedur has been established.

4 Conclusion

In conclusion, the Directorate of Politics and General Government has implemented bureaucratic reform which has resulted in several aspects of the bureaucracy being reformed. The organization has been simplified, work processes have been changed, employees have undergone training to improve their skills and abilities, and evidence of activities and programs have been uploaded for accountability purposes. The introduction of online services for public services has also made it easier for the community and minimized the occurrence of corruption.

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