

Implementation of Entrepreneurial Values in Improving Organizational Performance: Case study at Population and Civil Registration Office Badung Regency

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Abstract. This study aims to find out how the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office and what factors affect the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office. The research method used is qualitative descriptive with data collection techniques including focus group discussion (FGD), documentation and observation. Research data consists of primary data and secondary data. Based on the theoretical foundation built and findings in the field, the results of the study found that the entrepreneurial values implemented by the Badung Regency Population and Civil Registration Office include bureaucracy oriented towards achieving the vision and mission; a community satisfaction-oriented bureaucracy; adaptive, creative and innovative bureaucracy; decentralized bureaucracy; a bureaucracy oriented towards community participation and empowerment; preventive bureaucracy; effective and efficient bureaucracy; and professional bureaucracy. Meanwhile, factors that influence the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office include socio-cultural factors; leadership commitment factor; integrity factor; environmental factors of work; and proficiency factor.

Keywords: Entrepreneurial Values, Organizational Performance, Bureaucracy

1 Introduction

The government bureaucracy represented by public sector organizations is an important organ in supporting the running of the state government system. This is because through public sector organizations, the government can carry out its duties and responsibilities. One of the tasks carried out through public sector organizations is related to the provision of public services to the community. In this context, public sector organizations become a means for the government to interact with the community in order to serve the various interests and needs of the community. Thus public sector organizations have a very strategic position.

With its strategic position, it is not surprising that the performance of public sector organizations always gets serious attention from the public. From time to time public sector organizations are always required to continuously improve and improve their performance. The goal is that public sector organizations can continue to provide the best service to the community. For this reason, continuous reform of public sector organizations or government bureaucracy is a necessity.

Continuous reform of public sector organizations is a necessity in order to continue to provide the best service to the community. One of the instruments that can be used is to apply entrepreneurial values in the work process of public sector organizations so that the public sector can continuously act as creators and innovators while also adaptive to environmental changes [1]. Thus, the performance of public sector organizations will continue to improve, especially in providing public services to the community.

In Indonesia, the performance of public sector organizations, especially in the implementation of public services, also always receives attention from the public. Public sector organizations in Indonesia both at the central and regional levels continue to strive to provide the best performance in serving the community. One of those organizations is the Badung Regency Population and Civil Registration Office.

As a public sector organization, the Badung Regency Population and Civil Registration Office has strived to provide the best performance to the community, especially in the implementation of population administration services for the community in Badung Regency [2]. The performance

carried out finally produced very good results where in 2022 the Badung Regency Population and Civil Registration Service managed to get an award from the Ministry of State Apparatus Empowerment and Bureaucratic Reform as the best National Population and Civil Registration Service for the category of District/City Population and Civil Registration Service which was determined by the Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1035 Year 2022 [3]. This decision is a form of appreciation from the Ministry of State Apparatus Empowerment and Bureaucratic Reform for the performance of public sector organizations in providing public services. In this case, the Badung Regency Population and Civil Registration Office managed to obtain a score of 4.76 (A) which is the highest score given by the Ministry of State Apparatus Empowerment and Bureaucratic Reform.

With these achievements, it is interesting to examine how entrepreneurial values are applied in the Badung Regency Population and Civil Registration Office as an instrument for improving organizational performance. Therefore, based on the background that has been described, this study aims to analyze how the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office and what factors influence the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office.

2 Literature Review

In public administration literature, the application of entrepreneurial values in the bureaucracy is an implementation of the concepts of New Public Management (NPM) and Reinventing Government. These two concepts are an effort to refine the weaknesses of the application of bureaucratic principles during the Old Public Administration (OPA) period where at that time the bureaucratic work model strongly prioritized the application of Weberian bureaucracy characterized by specialization, hierarchical organizational systems, rigid system of rules, formalistic, impersonalistic and meritocratic[4][5]. Prasajo stated that the problem arises when the OPA bureaucracy has created a complexity of mechanisms and rules, causing reduced public freedom and inefficient public service costs [5]. Furthermore, research conducted by AR & Nurdin [6] states that the village government's lack of understanding of the concept of entrepreneurial style government is more due to their lack of socialization about Entrepreneurial Government.

With this condition, the bureaucracy is considered unable to become a reliable public servant. The bureaucracy that should be able to appear as a vanguard that is responsive, effective and efficient in serving the community in reality is far from the expectations of the community. This condition ultimately led to reforms to the OPA bureaucracy.[4] In many ways, government is closely related to corporate governance [7].

As an effort to reform the OPA bureaucracy, a concept called New Public Management (NPM) was born. This concept seeks to restore the position of the bureaucracy so that it can become a truly professional institution in providing public services (Vigoda in Keban, 2014)[4]. There are seven main principles in this concept that are considered to be a powerful recipe for improving bureaucratic performance, namely (1) the public sector that uses professional management, (2) the use of performance indicators, (3) orientation to output control, (4) smaller units are more of a concern, (5) competition-oriented, (6) management that uses a private sector style, and (7) the use of resources in a more disciplined and economical manner (Hood in Vigoda as quoted by Keban, 2014) [4].

In line with the NPM concept, in the United States there is also a similar concept called Reinventing Government or Entrepreneurial Government or entrepreneurial government which is the result of the thoughts of David Osborne and Ted Gaebler [4] [5]. Entrepreneurship in bureaucracy is a process of how to organize and process a previously rigid bureaucracy into a bureaucracy that is professional, innovative and does not deviate. [8]

There are ten principles put forward by David Osborne and Ted Gaebler in Reinventing Government [9], namely (1) Catalytic government where government is more directing than pedaling, (2) Government belongs to the community where the government empowers the community more than just serving the community, (3) Government that has a spirit of competition where the government seeks to foster a spirit of competition in the provision of services. In this case, the highlighted aspects are efficiency, responsiveness and innovation, (4) Government that moves because of the mission where government is not driven by rules but mission, (5) Government that has a results-oriented where financing is focused on results, not on inputs. In this case, performance becomes the basis of government accountability, (6) Customer-focused government where the government seeks to meet the aspirations of the community/customers, not bureaucratic needs, (7) Entrepreneurial government where government produces more profit than spends. In this case, the incomes should be greater than the expenses. Efficiency is strongly emphasized here (8)

Anticipatory government which prioritizes prevention (preventive) rather than cure. In this case, prevention of problems is more important than problem solving, (9) Decentralized government, where government is more participatory and teamwork than hierarchical, (10) Government that has a market orientation where through the market change is encouraged. In this case, adaptive government is needed [5].

In principle, both the NPM and Reinventing Government concepts give the message that running a government bureaucracy is no different from running a business sector [5]. In other word, leaders interpret policies to deliver public services in ways that produce the most desirable outputs for the interests they serve [10] [11]. That is, in order to be professional in carrying out its work, the government bureaucracy must adopt the values of professionalism that have been applied in the business sector in its performance management. Because, it is common knowledge that the business sector really prioritizes professionalism in its work. If it is not professional, it will certainly cause customers to stay away. If customers stay away, it is certain that the business sector will experience destruction. Therefore, the bureaucracy must learn from the private sector so that the bureaucracy is not abandoned by the public.

Based on the existing theoretical foundations and by synthesizing the concepts of NPM and Reinventing Government, it can be concluded that the application of entrepreneurial values in bureaucracy can be divided into several aspects as follows: (1) Bureaucracy oriented towards achieving vision and mission (2) Bureaucracy oriented towards community satisfaction (3) Adaptive, creative and innovative bureaucracy (4) Decentralized bureaucracy (5) Bureaucracy oriented towards participation and empowerment society, (6) Preventive bureaucracy, (7) Effective and efficient bureaucracy, and (8) Professional bureaucracy. These aspects will then be used as a framework in analyzing how the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office and what factors influence the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office.

3 Research Methods

This research uses qualitative descriptive methods by trying to understand comprehensively how the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office and what factors influence the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office. Data collection techniques include focus group discussion (FGD), documentation and observation. Research data consists of primary data and secondary data. Primary data comes from the results of FGD and observations of the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office. Meanwhile, secondary data comes from the documents and literature relating to the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office. In the implementation of the FGD, the informants were officials from the Badung Regency Population and Civil Registration Office consisting of the Head of the Population and Civil Registration Office and his staff. The FGD was held on Thursday, May 11, 2023 located in the office of the head of the Population and Civil Registration Office of Badung Regency.

4 Results and Discussion

Based on the theoretical framework that has been built and the data collected, the research results show that the entrepreneurial values implemented by the Badung Regency Population and Civil Registration Office include:

A. Bureaucracy Oriented to the Achievement of Vision and Mission

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Service Officials, it can be seen that the Badung Regency Population and Civil Registration Office already has a clear vision, namely providing services that make the community happy. This vision is the embodiment of the vision of the Badung Regent, which is to continue the happiness of the Badung people through development based on Tri Hita Karana. This vision is then the main driver of the Badung Regency Population and Civil Registration Office in carrying out its work. On the basis of this vision, the work carried out is emphasized on achieving output in the form of community

satisfaction or happiness because all the affairs and problems they bring to the Badung Regency Population and Civil Registration Office can be resolved and solutions are found properly.

Referring to the official website of the Badung Regency government, the vision of Badung Regency 2021-2026 is “Melanjutkan Kebahagiaan Masyarakat Badung Melalui Pembangunan Yang Berlandaskan Tri Hita Karana” (Continuing the Happiness of the Badung People through Development Based on Tri Hita Karana) [12].

B. Community Satisfaction-Oriented Bureaucracy

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Service Officials, it can be understood that with its vision, the Badung Regency Population and Civil Registration Office in carrying out its work is oriented towards community satisfaction. In this case, the orientation is how to make people happy by helping to solve the problems they have.

Based on the observations of researchers in the service room of the Badung Regency Population and Civil Registration Office, the principle of community satisfaction orientation can be seen from the friendliness of officers in serving community residents. Every citizen who came was greeted with a friendly smile. The friendly atmosphere was also felt when the research team came to visit around the office of the Badung Regency Population and Civil Registration Office.

C. Adaptive, Creative and Innovative Bureaucracy

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Office Officials, it can be understood that an adaptive, creative and innovative bureaucracy is reflected in various innovations made by the Badung Regency Population and Civil Registration Office in facilitating services to the community such as GAPURA DESA (The First Public Service Gateway to a Electronic Based Village Prosperous and Safe) which was formed in 2021-2022. In it there are several features such as Application-Based Non-Permanent Resident Services, Population Usage Report Services and Digital ID Services.

D. Decentralized Bureaucracy

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Service Officials, it can be understood that the decentralized bureaucracy is reflected in the decentralization of population administration services to the villages, so that people no longer need to come directly to the Badung Regency Population and Civil Registration Office. With the decentralization of this service, the scope of service can become more specific. From an economic point of view, decentralization of services can also reduce the cost of access to services for the community.

E. Bureaucracy Oriented to Community Participation and Empowerment

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Office officials, it can be understood that a bureaucracy that is oriented towards community participation and empowerment is reflected in the involvement of the Badung Regency community in improving service quality, such as the preparation of SOPs, preparation of ISO certification, services carried out in the village are driven by the community in the village, for example as service operators in order to facilitate services.

F. Preventive Bureaucracy

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Office officials, it can be understood that preventive bureaucracy is reflected in the efforts of the Badung Regency Population and Civil Registration Office to educate the public to take care of population administration from an early age and not bother in the future. One of the education is related to the awareness of making birth certificates once the child is born, in this case the Badung Regency Population and Civil Registration Office has even collaborated with hospitals so that once a child is born it can be processed immediately KIA (Child Identity Card), Birth Certificate Card, and Family Card updated with the addition of new family members. Education is also carried out on vulnerable population administration residents living in orphanages. Education is also carried out in terms of raising awareness of residents to immediately make improvements if there is incorrect data such as typos, misspellings, etc. on population documents.

G. Effective and Efficient Bureaucracy

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Service Officials, it can be understood that an effective and efficient bureaucracy reflected in innovations made by the Population and Civil Registration Office has succeeded in cutting the operational costs of bureaucratic services and this is conveyed directly by village officials who are directly involved in the grassroots service process.

H. Professional Bureaucracy

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Office officials, it can be understood that a professional bureaucracy is reflected in an objective assessment of employee performance and discipline. The assessment is carried out through SKP (Employee Performance Goals) and there is a tradition of announcements related to employee conditions at the time of official meeting. At the time of official meeting, it will be announced who is the employee with the most permission and absence. In addition, employee attendance is also monitored continuously in the form of attendance both manually and online in the morning, afternoon and evening. This tradition was born from the deliberation and agreement of all employees. So here it can also be seen that an egalitarian culture has also been running which is part of the values of professionalism.

Meanwhile, the results of the study also found that factors that influence the implementation of entrepreneurial values in the Badung Regency Population and Civil Registration Office include:

I. Socio-Cultural Factors

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Office officials, it can be understood that socio-cultural factors can be seen from the application of Tri Hita Karana in carrying out work in accordance with the vision and mission of the Regent. Tri Hita Karana are three things that cause humans to be happy, namely a good relationship between humans and God, humans with humans, and humans with the surrounding environment. Tri Hita Karana has further mobilized the bureaucratic apparatus at the Badung Regency Population and Civil Registration Office to always direct its work to community satisfaction. The implementation of Tri Hita Karana has become an important aspect in motivating employee performance at the Badung Regency Population and Civil Registration Office based on entrepreneurial principles.

J. Leadership Commitment Factors

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Office officials, it can be understood that the vision and mission of the Badung Regent shows the commitment of the Regent as the highest leader to present a Badung regency government that is oriented towards community satisfaction. This kind of commitment ultimately becomes a trigger factor for the Badung Regency Population and Civil Registration Office to always provide services oriented to community happiness/satisfaction. The commitment of the leadership is also reflected in the commitment of the Head of the Badung Regency Population and Civil Registration Office who always strives to direct his agency to always provide services that make the community happy.

K. Integrity Factor

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Service Officials, it can be understood that the integrity factor has a role in the implementation of entrepreneurial values in the Badung Regency Population and Civil Registration Office. This is reflected in the awareness of the Badung Regency Population and Civil Registration Office to always improve the quality of services where they always improve in the sense that they will not be satisfied with just one point of achievement such as getting an award from the Ministry of State Apparatus Empowerment and Bureaucratic Reform, but the most important thing is how to satisfy the community.

L. Environmental Factors of Work

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Service Officials, it can be understood that the position of the Badung Regency Population and Civil Registration Office as the basis of all public services related to individuals such as (for example birth certificates) has raised awareness for the Population and Civil Registration Office in order to be able to solve all affairs brought by the community solutively. It is from here that they end up being creative and innovative.

M. Proficiency Factor

Based on the FGD with the ranks of Badung Regency Population and Civil Registration Office officials, it can be understood that the implementation of entrepreneurial values can run well because of the awareness of employees that there must be a balance between aspects of community satisfaction with legal aspects. Therefore, in carrying out work in addition to finding solutions to problems brought by the community, employees still prioritize the principle of prudence and accuracy so as not to collide with applicable formal law. In this case, what is done is to develop the ability to be able to analyze in a balanced way the express and implied meaning of the applicable

rules in order to always be able to provide solutions to complex and dynamic community problems but the officers also do not violate the law. In its journey, the ability to be able to analyze in a balanced manner the express and implied meaning of the applicable regulation has become an important aspect in the application of entrepreneurial values in the Badung Regency Population and Civil Registration Office, which in its work is indeed very in direct contact with the applicable formal law.

5 Conclusions

This study concludes that entrepreneurial values have been well applied to the bureaucratic work process in the Badung Regency Population and Civil Registration Office. The entrepreneurial values implemented by the Badung Regency Population and Civil Registration Office include bureaucracy oriented towards achieving the vision and mission; a community satisfaction-oriented bureaucracy; adaptive, creative and innovative bureaucracy; decentralized bureaucracy; a bureaucracy oriented towards community participation and empowerment; preventive bureaucracy; effective and efficient bureaucracy; and professional bureaucracy. Meanwhile, factors that influence the implementation of entrepreneurial values in improving the performance of the Badung Regency Population and Civil Registration Office include socio-cultural factors; leadership commitment factor; integrity factor; environmental factors of work; and proficiency factor. The application of these entrepreneurial values has succeeded in improving the performance of the Badung Regency Population and Civil Registration Office to become more optimal. This optimal performance eventually received national recognition from the government through awards given by the Ministry of State Apparatus Empowerment and Bureaucratic Reform. In the application of these entrepreneurial values, the application of Tri Hita Karana has become an important aspect in motivating the performance of employees at the Badung Regency Population and Civil Registration Office based on entrepreneurial principles. Another important aspect is the ability to be able to analyze in a balanced way the express and implied meaning of the applicable rules because the Badung Regency Population and Civil Registration Office in its work is in direct contact with the applicable formal law.

Based on the research findings, the recommendation that can be given by this research is that it is necessary to formulate a policy that can protect employees who work in agencies that are in direct contact with the law, such as the Badung Regency Population and Civil Registration Office. This is to mitigate the risk when there are employees who carry out creative actions in serving the community and by chance the creativity does not comply with applicable regulations. If the action taken is aimed at solving problems faced by society and there is no element of fraud or malicious intent in the action, then even though the action is not in accordance with applicable regulations, bureaucratic employees cannot be given sanctions or punishment because the violation of the regulation was carried out for the benefit of what is bigger is community service which is the owner of the highest sovereignty in a country.

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