

Charting the Course for Bureaucratic Reform: The Path to Progress in Purwakarta Regency

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Abstract

The policy of preparing a bureaucratic reform road map for the Government of Purwakarta Regency is a strategic decision in line with the strengthening demands and needs of the community. The presence of an institutional bureaucratic reform road map has provided an opportunity for regional governments, including the Purwakarta Regency Government, to ensure the creation of improved governance. Comprehensively, the focus of changes in bureaucratic reform within the Purwakarta Regency Government includes 8 areas of bureaucratic reform, namely apparatus mentality, supervision, accountability, governance institutions, human resources for the state civil apparatus, laws and regulations, and public services. The results of the study found that in order to improve the quality of the policy road map for bureaucratic reform to be designed, there are three main things that must be updated, including; first, the road map for bureaucratic reform must project more on matters that are implementative in nature rather than matters that are merely formalities. Second, programs and activities that are designed must be realistic, so that they can be implemented up to work units. Third, policy analysis related to governance must be carried out in a more holistic, comprehensive and anticipatory manner so as to be able to capture real progress, challenges and problems of bureaucratic reform.

Keywords: Policy, Road Map, Bureaucratic Reform.

Introduction

Bureaucratic reform policies for the government, including regional governments, are a necessity that must be fulfilled in order to ensure the creation of improved governance. This view is in line with what was put forward by Sedarmayanti (2006) who emphasized that reform is a process of systematic, integrated, comprehensive effort aimed at realizing good governance (Pernanda, 2022) also thinks so. This is understandable, considering that good governance is actually a key prerequisite for regional development. In addition, the quality of governance will greatly affect the implementation of regional development programs (Gafar et al, 2022).

Substantively, the expected result of bureaucratic reform is the creation of a clean, accountable and capable government, so that it can serve the community quickly, precisely, professionally and clean from practices of corruption, collusion and nepotism (Nugroho et al, 2022). Thus, bureaucratic reform in principle wants to change the paradigm of bureaucratic thinking which has been considered incoherent with the quality of service needed by the community. The bureaucracy tends to be slow and convoluted in providing services to the community. Therefore it is not surprising that Dwiyanto (2011) argues that the mindset of most

bureaucrats is placed as a ruler not a public servant so that changes are difficult to make in order to improve the quality of public services. In fact, the speed of service and an accountable, effective and efficient bureaucracy is one of the keys to the success of bureaucratic reform.

Empirical facts show that bureaucratic reform can also encourage each local government to display its optimal performance, so that the community can directly benefit from it (Yasa et al, 2021). Along with the paradigm shift in people's thinking and the increasingly high growth of information technology, bureaucratic reform policies seem increasingly urgent to be implemented by local governments. Changes in mindset and culture set within local government must be continuously encouraged, so that the bureaucracy is able to perform optimally, has high adaptability and is able to carry out various public service innovations as a basis for showing optimal performance in society. Therefore, the implementation of bureaucratic reform policies needs to be designed systematically and comprehensively, so that the bureaucratic reforms carried out are in line with the demands and needs of the community (Abduh & Suriani, 2022).

To ensure the implementation of more effective and efficient bureaucratic reform policies, local governments need to establish a bureaucratic reform planning grand design which is embodied in a planning document that is systematic, adaptive and comprehensive, so that it is hoped that it can be understood and implemented by all interested parties and stakeholders. One of the efforts that can be made to translate this desire is to design a policy for preparing the Regional Government Bureaucratic Reform Road Map. Essentially, the Bureaucratic Reform Road Map is a detailed and sustainable work plan that describes the implementation of bureaucratic reform policies in the next five years. Then institutionally, the Bureaucratic Reform Road Map will become a tool for Regional Governments to achieve the goal of completing activities in the implementation of bureaucratic reform (Widiyastomo, 2020).

In accordance with the context above, the Government of Purwakarta Regency is fully aware that in order to accelerate the implementation of bureaucratic reform, a Bureaucratic Reform Road Map is needed that is in line with the vision and mission carried out by the Government of Purwakarta Regency. This is understandable, because substantively the Purwakarta District Bureaucratic Reform Road Map is designed to help outline the vision, mission and RPJMD of Purwakarta District on Bureaucratic Reform, so that it can become a reference for the Regional Government of Purwakarta District in implementing Bureaucratic Reform.

The policy for preparing the Bureaucratic Reform Road Map for the Purwakarta Regency Government for the 2020-2024 period will substantially prioritize focus and priority. The intended focus implies that the bureaucratic reform efforts to be carried out are based on the root of the problems faced by the Government of Purwakarta Regency, especially those related to governance. While the priority in question means that each Regional Apparatus within the Purwakarta Regency Government will choose priorities for improving governance according to the potential, problems, characteristics of resources and challenges faced.

Then to improve the quality of the Bureaucratic Reform Road Map policy that will be designed, the Government of Purwakarta Regency tries to compare it with the previous Bureaucratic Reform Road Map. In line with this context, there are three main things that must be updated, among others; First, the Road Map for Bureaucratic Reform must project more on matters that are implementative in nature rather than matters that are merely formalities. This means that the preparation of a strategy in bureaucratic reform should be directed to answer

the real problems that occur in the field. Second, programs and activities that are designed must be realistic, so that they can be implemented up to the Work Unit. This is done so that bureaucratic reform runs up to the lowest level. Third, policy analysis related to governance must be carried out in a more holistic, comprehensive and anticipatory manner so as to be able to capture real progress, challenges and problems of bureaucratic reform.

Method

In accordance with the context of the study above, the research method to be used is descriptive method. The use of the descriptive method is based on the consideration that the descriptive method is used to describe a condition/symptom, system, event (person, group of people, institution/institution, current society based on available data and information. Meanwhile, the analysis of the study was carried out using a desk study, namely study of the formulation of theories, concepts, documents or research results related to the focus of the study to be carried out. A literature review has two objectives, namely the main objective and another objective. The main objective is to assist researchers in solving their research problems, while the other objective is to obtain an overview of the position of his research against other studies.

Result and Discussion

Focus on Changes in Bureaucratic Reform

The results of the study found that the focus of changes in bureaucratic reform within the Government of Purwakarta Regency included 8 areas of change in bureaucratic reform, namely: (1) Mental Apparatus; (2) Supervision; (3) Accountability; (4) institutional; (5) Administration; (6) State civil apparatus human resources; (7) Laws and Regulations; and (8) public service. In general, the things that need to be fixed related to the areas of change for the 2020-2024 period are as follows:

a. Apparatus Mentality

The mental concept of the apparatus explains the mindset (mind set) and work culture (culture set) of the apparatus. The essence of bureaucratic reform is how to change the mind set and culture set, so that by changing the mindset (mind set) and work culture (culture set) it is hoped that it will be more integrity, professional, neutral and free from political intervention, clean and free from corruption, collusion and nepotism, and being able to provide quality public services for the community (Pratama et al, 2020). This is in line with Wulandari's view (2021) which argues that "bureaucratic reforms carried out must cover all elements of the bureaucracy, including the mindset of the human resources of the apparatus, bureaucratic structure, and bureaucratic culture. Changing the mindset of human resources in charge of providing services is the biggest challenge because it has been formed for so long and is inherent, making it difficult to accept change. This further strengthens the argument that changes in mind set and culture set are one of the factors that greatly determine the success of the implementation of bureaucratic reform, including in the Purwakarta Regency Government.

b. Supervision Aspect

Conceptually, supervision is a process of activities carried out to ascertain whether the plans or programs that have been set are in accordance with the implementation or not

(Mubarok, 2019). Therefore, supervision is a system that can provide adequate assurance that the implementation of activities in government agencies can achieve its goals efficiently and effectively. The results of the study reveal that the supervision aspect will also be very helpful in the process of reporting state financial management in a reliable, transparent and accountable manner, so that it is expected to be able to secure state assets. In this position, the Government of Purwakarta Regency focuses more on supervision on the Development of the Integrity Zone (ZI), namely supervision carried out on work units that are able to build an anti-corruption culture and provide excellent service so that the impact can be felt directly by the community.

c. Accountability Areas

Accountability is a form of obligation to explain the success or failure of the implementation of the organization's mission in achieving the previously set goals and objectives through the medium of accountability which is carried out regularly (Mardiasmo, 2006). In line with this view, performance accountability in this context is a manifestation of the obligations of a government administrator to be accountable for the success or failure of implementing the organization's vision and mission in achieving the goals and objectives that have been set periodically (Wahasumiah, 2022). To maintain the objectivity of measuring institutional performance, parameters are used to measure performance through a set of performance indicators.

Comprehensively, performance measurement is carried out on individuals (apparatus), groups and institutions (institutions). Then performance accountability is shown through the determination of performance indicators in development planning, which in turn will have implications for the preparation of performance-based budgets (Performance-Based Budget). The priorities for improving Purwakarta Regency Government Performance Accountability for the 2020-2024 period can be explained as follows: first, public information disclosure in the form of publication of planning, budgeting and budget execution processes onto the website, so that all leaders can monitor performance achievements on a regular basis. Second, the development of information technology in performance management to improve performance accountability, so that performance data updates can be carried out on a quarterly basis.

d. Organizational Structuring and Strengthening

Institutional arrangement is an effort made so that the organization is able to adapt to various changes that occur (Rahman & Bakri, 2019). Therefore, organizational management is carried out based on the demands and needs of the organization, so that the organization can manage its duties and functions effectively and efficiently. Empirically, organizational management is also intended so that the implementation of government tasks, especially those related to public services, can be carried out optimally. Referring to the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 25 of 2020, a crucial issue related to institutional arrangements in the government, including regional governments, is organizational simplification. The results of the study show that at the practical level, the Government of Purwakarta Regency seems to need to supervise various institutional arrangement activities, which include:

- 1). Simplification of the bureaucracy that has been implemented gradually.
- 2). Transfer of structural positions to functional positions in all work units according to the criteria of organizational units that have the potential to be transferred.

- 3). Carry out evaluation of job descriptions on an ongoing basis, so that there is no overlapping and so that job descriptions can be more focused and measurable.

e. Management Arrangement

Juridically, the arrangement of management within the local government environment refers to the Regulation of the Minister of State for Administrative Reform and Bureaucratic Reform Number 12 of 2011 concerning Guidelines for Managing Management (business process). In this context, the management arrangement referred to is an activity carried out so that the administration of services and administrative processes can be carried out effectively and efficiently. In addition, this area of management management is also related to the business processes of service delivery and administration carried out by the local government. In this context, the management arrangements carried out by the Government of Purwakarta Regency include: (1) Optimizing the functions of the Goods and Services Procurement Service Section and LPS; (2) Implementation of Electronic-Based Government Systems (SPBE), (3) Arrangement and assistance in the implementation of SOPs and Business Process Maps, and (4) Implementation of Electronic-Based Public Services that are integrated with Public Service Information Systems (SIPP in Indonesian it is called “Sistem Informasi Pelayanan Publik”).

f. Arrangement of Apparatus Human Resource Management System

Structuring the apparatus human resource management system, is actually a step taken to increase the capacity and competence of the apparatus, so that they are able to carry out their duties in a professional manner. Referring to the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 25 of 2020 concerning the Road Map for Bureaucratic Reform, the Government of Purwakarta Regency has determined several strategic issues related to the 2020-2024 Road Map for Bureaucratic Reform within the scope of Structuring the Human Resources Management System for Apparatuses. As for some of the crucial issues related to the priority program for Structuring the Human Resources Management System in question, among others, it is necessary to improve: (1) Improving the Competency-based and transparent competitive ASN recruitment system, (2) Implementation of an open, competitive and objective promotion system for Pratama High Leadership Positions (JPT), (3) Developing and optimizing the position selection mechanism in accordance with the assessment of employees, (4) Implementation of employee performance appraisal policies in career development., and (5) Implementation of the Personnel Information System “Implementasi Sistem Informasi Kepegawaian” (SIMPEG) and Personnel Management Administration System “Sistem Administrasi Pengelolaan Kepegawaian” (SAPK).

g. Policy Deregulation

The essence of policy deregulation is to eliminate all unnecessary rules or all excessive rules and regulations that are proven to hamper or slow down productive economic activities (Erwin, 2022). In this context, policy deregulation is intended to simplify various regulations which are currently considered complicated and overlapping, this is in line with the opinion (Sembiring, 2020). In this context, local governments are asked to eliminate various policies/regulations that are predicted to hinder bureaucratic development and accelerate the delivery of public services. This is in line with the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 37 of 2013 which states that in relation to the implementation of bureaucratic reform, the arrangement of laws and regulations aims to avoid duplication or overlapping of laws and regulations, as well as to compile laws and regulations that support the implementation of bureaucratic reforms. . In line with the

mandate of the regulation, the Government of Purwakarta Regency needs to maintain: (1) A control system for the preparation of laws and regulations which requires coordination meetings, academic/study/policy papers; (2) Harmonization/synchronization of laws and regulations; (3) Evaluation of the implementation of the control system for the preparation of laws and regulations is carried out periodically.

h. Public service

Public services are essentially services provided by the government, whether in the form of goods, services or administrative services in accordance with the demands and needs of the community (Satibi, 2012). That is why then public institutions are obliged to provide public services optimally, in line with the demands, dynamics and needs of the community. In the context of the bureaucratic reform road map, the main target of public services is excellent service that meets the needs and expectations of society. There are several indications that show a bureaucracy is considered to have provided excellent service, including; (1) Community Satisfaction Index (Public Satisfaction Survey) for government services; (2) Increasing HR professionalism; (3) Improving the quality of facilities and infrastructure; and (4) Utilization of Public Service Information Systems (SIPP).

Priority for Local Government Management Improvement

Improving regional government management is essentially an effort to improve regional governance which has so far been considered to be ineffective, efficient and professional. The priority for improving regional government management is in accordance with the Regulation of the Minister for Administrative Reform Number 25 of 2020, which focuses on bureaucratic reform. bureaucratic reform. The focus of this change is generic, meaning that it is a general problem that must be solved jointly by the regional government and is more concerned with changes that need to be carried out internally by the local government.

The results of the study obtained information that the focus of change which is a priority for improving the problems of local government management in Purwakarta Regency is described in various forms, including: first, change management; which includes understanding, attitudes, and behavior of officials and employees in implementing bureaucratic reforms need to be continuously improved. In addition, the morality and integrity of the apparatus also needs to be improved. Second, policy deregulation; namely regarding the quality of legal products that need to be improved, because there are still regulations that overlap with other laws and regulations. Third, Organizational Structuring and Strengthening; this needs to be done because the Regional Apparatus Organization or Organizational Unit has not optimally accommodated the tasks determined by laws and regulations and the task of serving the dynamically changing needs of society. Fourth, Management Arrangement; this is considered very important to do because the business process map is not fully in line with the tasks and functions as well as the Strategic Plan and Organizational Work Plan documents. Fifth, Structuring the Human Resources Management System. This is also considered important to do, because (1) The competency-based development process for employees has not been fully implemented, and (2) The results of individual performance assessments have not been used as a basis for career development. Sixth, Strengthening Supervision; which is intended so that the administration of government that is clean and free from KKN can be realized. Seventh, Strengthening Accountability; this is very important to do to realize inadequate performance data

synchronization. Eighth, Improving the Quality of Public Services. This is considered necessary, because of two things, namely the culture of excellent service has not been optimal, and public services have not been supported by good service documents.

Priorities Related to Service Quality Improvement

The results of the study show that the priorities related to improving the quality of service within the Government of Purwakarta Regency substantively involve 2 (two) focuses, namely: gradual timeframe for quality improvement; Second, Quick Wins, namely: services that can be changed quickly, and can be implemented in no more than 1 (one) year.

Services in certain sectors that are strategic and require a gradual period of time to improve their quality, including health services, education services, licensing services, and population and civil registration services. Meanwhile, quick wins are activities or changes that can be quickly improved in quality and have a positive impact on ongoing bureaucratic reform efforts, which can be in the form of activities that are supportive of Regional Government Management or Improving the Quality of Public Services.

The several types of activities selected to be quick wins, within the Purwakarta Regency Government, are carried out based on the following considerations:

- a. Quick changes can be made to improve the quality of service, so that it can also be implemented quickly, and internal parties or external parties/the community will be able to feel significant changes;
- b. Fast changes will have a positive impact on the image of implementing bureaucratic reform and increasing public trust in local government;
- c. Adequate capacity is available to carry out rapid change steps in order to improve service quality for the type of service selected to become quick wins.

Berdasarkan Peraturan Presiden Nomor 81 Tahun 2010 tentang *Grand Design* Bureaucratic Reform 2010-2025, Quick Wins are carried out at the beginning and can be in the form of quick wins for organizational management, management, laws and regulations, apparatus human resources, supervision, accountability, public services, and the arrangement of apparatus work culture. Quick Wins are based on three priority areas of change which include: (1) supervision, (2) HR, and (3) the mindset and work culture of the apparatus.

The Targets of Bureaucratic Reform

The target of bureaucratic reform in the Purwakarta Regency Government refers to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 25 of 2020 concerning the 2020-2024 Bureaucratic Reform Road Map. The target of Bureaucratic Reform is adjusted to the development target of the state apparatus sub-sector, as stated in Presidential Regulation Number 8 of 2020 concerning the 2020-2024 National Medium-Term Development Plan (RPJMN) which will also be used as the target of Bureaucratic Reform. There are three goals of Bureaucratic Reform, namely: (1) A Clean and Accountable Bureaucracy; (2) Capable Bureaucracy; and (3) Excellent Public Service.

The three goals of Bureaucratic Reform are believed to be the main levers for achieving the goals and their various indicators. The determination of these three targets takes into account the continuation of the previous period's Bureaucratic Reform goals.

Conclusion

The Policy for Compiling a Road Map for Bureaucratic Reform in the 2020-2024 Purwakarta Regency Government is a bureaucratic reform planning document that will be carried out by all levels of the Purwakarta Regency Government. Then to improve the quality of the Bureaucratic Reform Road Map policy that will be designed, there are three main things that must be updated, including; first, this Bureaucratic Reform Road Map must project more on matters that are implementative in nature rather than matters that are merely formalities. Second, programs and activities that are designed must be realistic, so that they can be implemented up to the Work Unit. Third, policy analysis related to governance must be carried out in a more holistic, comprehensive and anticipatory manner so as to be able to capture real progress, challenges and problems of bureaucratic reform. Therefore, all working groups and OPDs are instructed to carry out the various action plans contained in this document in accordance with their respective responsibilities while still paying attention to cross-sectoral coordination and synergy so that there is integration in their implementation.

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