

Bureaucracy Reform through Transformation of Public Services at the Department of Investment and One Door Integrated Services (Case Study in the City of Palangka Raya, Gunung Mas Regency and Central Kalimantan Province)

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Abstract

Inadequate information technology facilities and infrastructure to support public services in DPMPTSP. In addition, various local legal products have not clearly accommodated the role of Dayak customary institutions and local wisdom values in public services, even though they have acknowledged the structure of Dayak customary institutions in writing as stated in the Central Kalimantan Provincial Regulation Number 16 of 2008 concerning Institutions. Dayak Customs in Central Kalimantan, Central Kalimantan Governor Regulation Number 27 of 2019 concerning Utilization of Peat Swamp Land through Local Wisdom. Regional Regulation of Gunung Mas Regency Number 33 of 2011 concerning Indigenous Dayak Institutions in Gunung Mas Regency, and Regional Regulation of Palangka Raya City Number 15 of 2009 concerning Indigenous Dayak Institutions in Palangka Raya City. This study was designed using a qualitative descriptive research method. This study is intended to analyze the transformation that occurs in public services at DPMPTSP in Central Kalimantan Province. This is done as an effort to find the truth with critical thinking about a problem that occurs and the innovation that has been carried out. Based on the results of the research above, the authors can explain that the performance of public services is influenced by the external environment in the form of hospitality (munificence), complexity and dynamism as well as regularity. Second, influenced by organizational characteristics such as planning, leadership, culture and human resources of the apparatus. Third, influenced by organizational strategy in the form of innovation, partnership and learning. The researcher will describe the transformations found in the components of the theory in question.

Keywords

bureaucracy; transformation;
public services



I. Introduction

In Indonesia, serious bureaucratic reform has been undertaken since the collapse of the New Order era in 1998. The people's demands require a fundamental change in the bureaucracy, which is considered to be the source of corruption and poor public services. With the issuance of Law Number 28 of 1999 concerning the Implementation of a Clean and Free State of Corruption, Collusion, and Nepotism, these hopes are slowly starting to be fulfilled.

Branding inherent in the public's mind of bureaucracy during the new order was a complex and a nest of abuse. Rigid administrative processes and many desks to go through. Not to mention the brokers who lurk and drain people's pockets. Until officials and officers who want to always be respected and imply asking for additional wages when providing services.

Furthermore, the expected condition in 2019 is to realize the quality of good, clean, and free governance of corruption, collusion and nepotism. The realization of public services that meet the expectations of the people, the Indonesian nation which is more advanced and able to compete in increasingly tight global dynamics, the capacity and accountability of the performance of the bureaucracy is getting better, the human resources of the apparatus are more professional, as well as a mind-set and culture-set that reflects integrity and performance. the higher it is. Until finally in 2025, it is hoped that good governance has been realized with a government bureaucracy that is professional, has high integrity, and becomes a public servant and servant of the state. Even in 2045 (One Century of Indonesian Independence) it is hoped that an inclusive and collaborative government will be achieved with a bureaucracy that is served by world-class ASN, public services that are affordable, precise, fast, and oriented to the needs of the community.

The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al*, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

The transformation of public services that leads to the use of information and communication technology, digital services, to e-government is a must. Especially in the midst of the Covid-19 outbreak, the government and society are required to quickly transform if they do not want to be defeated by the pandemic. Therefore, the transformation of policies in the field of public services must dare to be decided by the government and carried out consciously by the community. However, regional bureaucracies admit that they often find it difficult to adjust to changes in regulations that are too fast. This was found by researchers when conducting meetings with the ranks of Regional Secretaries throughout the Province of Central Kalimantan.

With the increasing use of digital services, the use of technology and information, innovating and collaborating with various elements, of course, will provide quality public services. There are savings in time and costs that are felt by service users. Because people do not need to pay for traveling back and forth to fulfill the winding procedure.

The same is true for service personnel. Researchers found quite a number of DPMPTSP employees assigned to the field of electronic services who were initially still clueless. However, after a brief training was held by bringing in an outside coach, this condition began to be resolved. This shows that the policy for filling the apparatus at service posts at PTSP has not been in accordance with the required competencies.

In addition to the factors of the low quality of service providers and users above, researchers also found the fact that information technology facilities and infrastructure were inadequate to support public services in DPMPTSP. In addition, various local legal products have not clearly accommodated the role of Dayak customary institutions and local wisdom values in public services, even though they have acknowledged the structure of Dayak customary institutions in writing as stated in the Central Kalimantan Provincial Regulation Number 16 of 2008 concerning Institutions. Dayak Customs in Central Kalimantan, Central Kalimantan Governor Regulation Number 27 of 2019 concerning Utilization of Peat Swamp Land through Local Wisdom. Regional Regulation of Gunung Mas Regency Number 33 of 2011 concerning Indigenous Dayak Institutions in Gunung Mas Regency, and Regional Regulation of Palangka Raya City Number 15 of 2009 concerning Indigenous Dayak Institutions in Palangka Raya City.

Therefore, from the empirical conditions above, it is necessary to investigate further in an in-depth study of various matters relating to public services at the Investment Service and One Stop Integrated Services in Central Kalimantan, especially only in the pilot

project area for bureaucratic reform that has been established through the Ministerial Decree PAN RB. Number 96 of 2013 concerning Stipulation of Bureaucratic Reform Pilot Projects in Regional Governments, namely in Palangka Raya City, Gunung Mas Regency, and Central Kalimantan Province.

The meaning of reform is similar as it is said that reform in general means a change in a system that exists at a certain time. Another opinion says that reform is the process of forming or changing a system that existed at one time and replaced it with a new system. The changes and improvements were mainly carried out in certain fields such as politics, economics, social, law, and education.

Lijan Poltak Sinambela (2016) defines reform as a form of change where the depth is limited, while the breadth of the change involves the whole community. This understanding is distinguished from revolution. The last concept shows the depth of radical change, while the breadth of change involves the whole society. Reformation also contains the meaning of realigning the building of society, including the ideals, institutions and channels taken to achieve these goals.

Juwono Sudarsono defines reform as an effort to improve the dimensions of the life of the nation and state through changes, both changes characterized by structural changes and processual changes which are expected to run quickly and there are two characteristics of reform, namely structural changes and processual changes.

The structural changes are fundamental in nature, limited to the scope of the political dimension of life/gatra up to the defense and security forces. The ideology or the basis of the state or the philosophy of life of the Indonesian nation must not be changed, in this case Pancasila. Likewise, the basic legal instrument of ideology, namely the 1945 Constitution, cannot be replaced with a new constitution, what can be done is the amendment of articles and explanations of the 1945 Constitution adjusted to the direction of reform. If these two things are done by dismantling Pancasila and replacing the 1945 Constitution, then this process is no longer called a reform, but is already a revolution, which will bring logical consequences that will occur in the form of a split between the State and the nation.

From the above understanding it is understood that reform does not just happen by itself, but reform occurs because of the aim to make improvements in various areas of people's lives, so that they can be better than the previous conditions. Thus, the objectives of the Maxmonroe Reform (2019) include: 1) To make serious and gradual changes so that all elements of society have new values in the life of the nation and state. 2) To rearrange the entire state structure, including the constitution and laws that have so far deviated from the direction of struggle and the ideals of the people and the state. 3) To improve every field of social and state life, including the fields of politics, economy, social culture, defense and security. 4) Changing or eliminating habits or ways of life that are not in accordance with the spirit of reform. For example, the behavior of Collusion, Corruption, Nepotism (KKN), authoritarian attitudes, deviations, fraud, and others.

Bureaucratic reform or what is commonly called administrative reform at the international level is a strategy to bring about planned changes in the government administration system. The intended change in bureaucratic reform is an expected change, meaning that there are steps that must be passed so that the change becomes something that is expected. Therefore, reform here is in line with the intention of a planned transformation or change of form, but it is not the same as change which means more unplanned change.

The role of state administration, which is full of paternalistic values, has pervaded almost all aspects of life, so that it also influences the image of society. This can be seen, for example, in their service to the community, which tends not to get the main attention of bureaucrats. They are less concerned with complaints from the community, that the public

service procedures are convoluted, service delivery is slow and often has to be expensive. As a result, the practice of collusion, corruption and nepotism grows because they are seen as alternatives that pave the way for those who need public services. (Sumargono, 2009)

Bureaucratic reform in the public sector can be interpreted as: Public sector reform is about strengthening the way that the public sector is managed. The public sector may over extended-attempting to do too much with few be irrational; staff may be mismanaged; accaountability may be weak; public program may be poorly design and public service poorly delivered Public sector reform is the attamp to fix these problems. (Schecter, 2000).

Schacter's opinion is clear that the purpose of bureaucratic reform is, among other things, to solve problems that arise in the administration of government, especially the public sector. Meanwhile, Michael Dungeet, defines bureaucratic reform as "a process that is carried out continuously to redesign the bureaucracy within the government and political parties so that it can be efficient and effective both in terms of law and politics". Currently, there are many new paradigms that are developing in the public sector, especially in the administration of the state or good governance (good governance) which has the main goal of providing better services to the community (excellent services for civil society).

II. Research Method

This study was designed using a qualitative descriptive research method. This study is intended to analyze the transformation that occurs in public services at DPMPSTP in Central Kalimantan Province. This is done as an effort to find the truth with critical thinking about a problem that occurs and the innovation that has been carried out. Some definitions of research are derived below: 1) Research is a systematic search for something (inquiry) with the emphasis that this search is carried out on problems that can be solved; 2) Research is a fact-finding according to a clear objective method to find the relationship between facts and produce a proposition or law; 3) Research is a controlled or directed transformation of a known situation in the facts that exist in it and its relationship, such as changing elements of the original situation into a unified whole; 4) Research is a method to find the truth which is also a critical thinking. Research includes providing definitions and redefinition of problems, formulating hypotheses or tentative answers, making conclusions and at least conducting careful testing of all conclusions to determine whether the research results match the hypothesis.

The research design was formed based on the scientific method and in accordance with the chosen research method. Basically, the research method is a scientific method used to obtain data with certain purposes and uses. As for the grouping of research methods based on philosophical foundations, data and analysis into quantitative research methods, qualitative research methods and combined research methods (mixed methods).

Qualitative research is intended as a type of research whose findings are not obtained through statistical procedures or other forms of calculation (Anselm Strauss and Juliet Corbin, 2003). Qualitative research is an attempt to present the social world, and its perspective in the world, in terms of concepts, behaviors, perceptions and issues about the human being studied (Jane Richie, 2013). Likewise, Dawson states that: "Qualitative research explores attitudes, behavior and experiences through such methods as interviews or focus groups. It attempts to get an in-depth opinion from paricipants. As it is attitudes, behavior and experiences which are important, fewer people take part in the research, but the contact with these people tends to last a lot longer. Dawson (2002).

III. Results and Discussion

The concept of public service transformation in DPMPTSP in the pilot project area of bureaucratic reform in Central Kalimantan Province since 2013 namely the Palangka Raya City Government, Gunung Mas Regency Government and Central Kalimantan Provincial Government cannot be separated from the national reform agenda. As intended by the fifteen-year bureaucratic reform plan, the condition of the bureaucracy is a shared hope.

Bureaucratic reform is present in responding to government challenges and contributing to central to regional development. Therefore, it is necessary to look at the components of change needed to achieve bureaucratic reform which are divided into eight areas of change, namely: Organization, Management, Legislation, Apparatus Human Resources, Supervision, Accountability, Public Services, and Apparatus Work Culture. .

Bureaucratic reform experts argue that the organizational structure is not yet based on performance. It is still based on basic tasks and functions, even though the main tasks and functions are not always related to performance in the bureaucracy.

“There are so many bureaucratic units, what are the outcomes? no answer. Now, this is indeed a new paradigm. So far, we have formed an organizational structure that must have something to do with the main tasks and functions, but we ask what the main tasks are related to the outcome? That no one can answer, it's in the area. Moreover, at the center, the structure of the center is swollen, overlapping between one ministry and another. So the potential for inefficiency and overlapping is huge.”

It is clear, that in its implementation, the eight areas of change require a preemptive method as a step in predicting the possibility of bureaucratic practices that harm the state or benefit certain groups to the point of making people miserable because of the entanglement of Corruption, Collusion and Nepotism (KKN). Through this method, system planning will be attempted to prevent service personnel from behaving negatively. Second, using the persuasive method, namely through socialization and providing sufficient information for both officers and residents to raise awareness and commitment to good service. Third, preventive methods, in order to prevent the occurrence of bad practices that harm many parties, especially residents, so that a change in culture and mindset is needed. The last is the action method, namely by providing firmness in the implementation of the rules by providing sanctions for officials who violate them and praise for those who succeed in carrying out flawlessly.

Reviewing and reviewing the eight areas of bureaucratic reform is certainly too broad. Therefore, one area, namely Public Service, is a challenge for researchers to find novelty in this dissertation, both in spawning a new theory and designing a model of bureaucratic reform through the transformation of public services in Central Kalimantan Province.

Interestingly, the obstacles and challenges of public services are apparently not limited to administration. The Corruption Eradication Commission (KPK), especially the Prevention Coordination and Supervision Unit, has included One Stop Services as one of the focuses of corruption prevention activities. This shows PTSP's vulnerability to being trapped in the abyss of corrupt practices. To anticipate this, the Corruption Eradication Commission (KPK) provides signs describing the activities of the coordination and supervision of corruption prevention action plans (Korsupgah) for the implementation of PTSP.

In Eko Prasodjo's opinion, in looking at the existing conditions, one should not be pessimistic because the President has shown extraordinary support and political commitment to bureaucratic reform many times.

"It's not easy to make changes, that's why this RB program is a long-term program that we are trying to speed up with various acceleration programs like now we will think about doing a quantum lift, our reform is still a linear reform, which means step by step so If TV is analog TV, then we want to move to digital TV."

Regarding digital transformation, according to Eko Prasodjo, digital transformation is a quantum leap, which is comprehensive in nature, a continuous leap.

"This is what we will use as an effort, such as when we buy Samsung HP series 1,2,3 and 4, it's linear, but if we have a Samsung HP 1, we can jump to buy a Samsung HP 20 so that our competence adjusts. So our culture of competence and interaction adapts to Samsung 20. So the way we have been doing RB is like we bought Samsung 1, 2,3 and 4 cellphones, so the process takes a long time and has moved again. The way digital transformation works is like that, ma'am, it's a quantum leap transformation, so let the competence and culture follow."

Furthermore, Eko Prasodjo said that the procedures and regulations will follow technology. It will enforce, competence, culture, procedures, and lastly, regulation.

"Including the business process, it is forced. Maybe we don't realize that this year we are forced by technology to change the way we work offline, the main attendance is online, meetings are also done digitally. Well, maybe that's the case, I'm still optimistic that we can make fundamental changes quickly by using various information and communication technologies, artificial intelligence, robotics, and so on."

When the Covid-19 pandemic hit, the world had to adapt to conditions that require people not to create crowds, reduce mobility, maintain distance so that technology becomes the focus of interaction.

"Including public services. The Vice President last week said that this RB must be carried out and is good for the long term because it is felt by the community but something must be harvested. That is, in the near future there must be harvested. So indeed, we might give a balance of RB which is fundamental in nature with that of a public service. Now, the public service is indeed recommended, try to increase the number of public service malls, even though public service malls are not new, we used to have one stop services (OSS). It's more or less the same, ma'am, I'm just saying, Mr. Vice President, we have to make two tracks, there will be a traditional MPP and a digital MPP, maybe in areas that are still traditional, it's okay to use traditional ones, but people who have developed and are already advanced are educative It's good to have the opportunity to be given a digital MPP. Well, people now buy anything through Tokopedia, Shopee, Lazada, Gojek and Grab. When we lose to the private sector, it means that the community has dualism, how come with the private sector it is very easy but with the government it is very difficult. So, I suggest that MPP Digital will be like MPP F, our Super smartphone application so that later the building is not physical but the building is in the application, so we can upload, download, check. Technologically it's not that difficult huh."

Based on the results of the research above, the authors can explain that the performance of public services is influenced by the external environment in the form of hospitality (munificence), complexity and dynamism as well as regularity. Second, influenced by organizational characteristics such as planning, leadership, culture and human resources of the apparatus. Third, influenced by organizational strategy in the form of innovation, partnership and learning. The researcher will describe the transformations found in the components of the theory in question.

IV. Conclusion

After looking at the series of theoretical, methodological, and empirical findings of the research as described in the previous chapters, the following conclusions can be drawn:

1. Whereas the implementation of public services at the DPMPTSP in Palangka Raya City, Gunung Mas Regency, and Central Kalimantan Province basically experienced similar dynamics due to hierarchical adoption of regulations from the government. The problems faced are also not much different, namely, first, the lack of budget and welfare for personnel providing public services. Second, service facilities are not adequate. Only DPMPTSP Palangka Raya City has begun to move into the form of Public Service Mall services (still in the operational testing stage). Third, people who still have not mastered the application of digital services. This makes the DPMPTSP service apparatus provide energy and time to assist the input process for citizens' requirements through digital applications. Fourth, the SOP mechanism changes frequently as a consequence of the rapid changes to higher regulations so that policy adjustments are needed, especially service procedures. However, the implementation of public services at the three loci is assumed to run well despite facing these various obstacles.
2. The phenomenon of public service transformation that occurs in DPMPTSP in Palangka Raya City, Gunung Mas Regency, and Central Kalimantan Province is quite interesting. There have been changes in regulations, organizational structure and culture as well as institutional forms that have made service changes more effective and efficient. It can be concluded that all aspects of the transformation of public services that are happening are increasingly modern, namely using advances in digitalization-based information technology.
3. The public service model that can be implemented in Central Kalimantan Province is to pay attention to the public digital space and local wisdom. The public digital space is through the provision of Q and A content, to provide a communication space that is not only in the application but is connected to citizens' email and WhatApps. Public digital space can also be interpreted as a follow-up process that was originally done digitally, it can be continued through a take away & delivery system, where residents remain in their vehicles or at home, but still get licensing services with tutorials from service officers, or even visited by officers. service for submitting the results of the permit. The component of local wisdom becomes an important note after reading and observing the flood disaster that hit Central Kalimantan during November 2021. As a result, tens of thousands of residents were displaced for weeks. One indication is that there are permits for massive land and forest clearing. Welcoming public services are no longer in an era of reckless exploitation of the environment. Whereas the ancestral values of the Dayak people have existed and run before this republic was born. Strongly rooted in the values of the Dayak tradition. However, it seems that it has not been stated wisely in the regulations and governance arrangements. There are distances and barriers as if the realm of adat or wisdom values cannot be combined or contradicted by investment. This is an error that should be corrected. Because the government not only maintains and manages the existing society, but also has to think about how the lives of future generations of people will live. Local wisdom has already thought in that direction. So that the combination of components: public service performance, digital public space and local wisdom becomes a unity in the transformation model of public services in Central Kalimantan.

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