

Entrepreneurial Government and Work Culture on Local Government

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Abstract: *This study aims to describe and analyse government bureaucracy officials' perspectives on accepting and understanding the concept of entrepreneurial government, as well as to understand the factors that explain their understanding and attitude toward accepting the concept of entrepreneurial government. According to the analysis and interpretation, it was discovered that the officials' grasp and knowledge of the notion of entrepreneurial government in general was lacking. This was demonstrated by the large number of officials who did not comprehend the concepts behind entrepreneurial governance. It was the result of this notion's being infrequently presented (lack of socialisation) in the government bureaucracy of Baubau, a lack of competency, and the prevalence of an uncondusive paternalistic bureaucratic culture that allowed this concept to flourish and thrive.*

Keywords: *Entrepreneur Government, Entrepreneurship Potential, Work Culture*

Introduction

The essence of the regional autonomy implementation is indeed directed as a vehicle for realizing the active participation of the citizens in the development of progressive Indonesians, independent, prosperous, and equal. The community empowerment strategy must be promoted as a motivator for the community's active participation in development. In other words, at the same time, the local government was able to initiatively regulate itself. The change of the public bureaucracy introduced by the theorists is the change of the public bureaucracy through the NPM (New Public Management) approach as a new paradigm to 'transform a rigid, hierarchical, official form of public

administration bureaucracy into a flexible and market-oriented bureaucracy-service users/customers-the form of public management'. This NPM approach, when drawn from the straight line, requires a public bureaucracy that has the criteria of good governance and entrepreneurial government with the ability to spur competition, accountability, responsiveness to change, transparency, adhering to the rule of law, encouraging participation of service users, emphasizing quality, being effective and efficient, considering the sense of justice for all service users, and the development of an orientation to values to realize Good Governance and Entrepreneurial Government itself (Danil et al., 2020). The implementation of the strategy refers to

the practices of structural, processual, and cultural transformations to reinvent the government bureaucracy.

Based on this background, the writer considers the importance and urgency of the awareness and understanding possessed by every official to know and understand the various paradigms of government administration and to make it the basis for carrying out reform of the government bureaucracy at all levels. Rearranging, renewing, redesigning, and reforming of the government sector and new government management is a huge duty and requires innovators (inventors, pioneers) with entrepreneurial spirit (entrepreneurs) so that they transform official systems and organizations into entrepreneurial organizations. Awareness, understanding, and in-depth insight about the bureaucratic leaders regarding the entrepreneurial spirit in the public sector in order to reform the bureaucracy should be an important agenda. The leader of the Shiga prefectural children's welfare platform has changed the organization's inconsistency (Kato, 2021).

The explanation to entrepreneurs of the bureaucracy is not how the bureaucracy does entrepreneurship to get the maximum profit, but how the bureaucracy does entrepreneurship to change the system, or the rigid, culturist, and irrational bureaucratic arrangement. In the era of regional autonomy and the responsibility to develop the potential for regional economic independence, the concept of bureaucracy entrepreneurship makes every region strive to organize the bureaucracy so that it is able to run

accountably, responsively, innovatively, and professionally as well as as an entrepreneur. Entrepreneur here means the local government has an entrepreneurial spirit where the bureaucracy endeavors innovatively in providing public services to respond to the development of society in the era of globalization (Gani, 2008).

The entrepreneurialism of the bureaucracy is appropriately applied to the New Public Management (NPM) approach, which has a more democratic and flexible bureaucratic orientation depending on the development of society, a high level of ratio, and the community has a high bargaining position in receiving public services (Hartati, 2020).

The context for the emergence of entrepreneurial bureaucracy originated from:

1. The abundance and inaction of sluggish government organs tend to be spending rather than generating profit in the fiscal area.
2. Ineffectiveness and slowness in public services, so that it causes public distrust of the government's capacity to administer public services.

Entrepreneurial bureaucracy, according to William Hudnut, states that entrepreneurial government is willing to abandon old programs. By being innovative, imaginative, and creative and having the courage to take risks. It also turns some city functions into a means of making money rather than draining the budget, distancing itself from traditional alternatives that only provide a support system, working with the private sector,

using deep business insights, privatizing, and founding companies that are profitable, market-oriented, focused on performance measures, rewarding services, and must say: let's get the job done and not be afraid to dream big things (Ubaidillah, 2016).

The essence of the regional autonomy implementation is indeed directed as a vehicle for realizing the active participation of the citizens in the development of progressive Indonesians, independent, prosperous, and equal. This model covers the most important factors related to economic development questions. However, this model excludes the social components of development (Vredegoor & Pennink, 2013). The community empowerment strategy must be promoted as a motivator for the community's active participation in development. In line with the regional autonomy policy, the government enacted Law No.6 of 2014 concerning villages on January 15th, 2014 (Republic of Indonesia, 2014). The preamble of the law states that the village has the right of origin and the right of tradition in regulating and managing the interests of the local community and having a role in realizing the ideals of independence based on the 1945 Constitution of the Republic of Indonesia. Further, village has been developed so that it needs to be protected and empowered to become solid, advanced, independent, and democratic. Thus, it can create a solid foundation in implementing governance and development to be a equal and prosperous society (Suriyani, 2014).

The issuance of the Village Law provides great hope for the progress and welfare of the community and village government. The Village Law is expected to solve various problems in the village, including those pertaining to social, cultural, and economic aspects; restoring the basis of community livelihoods; being able to determine the appropriate design and model of the public bureaucracy to respond to demands, aspirations, and dynamics that occur in the community. Regardless of the shortcomings, it must be acknowledged that the two laws have become the initial milestones in the implementation of Indonesian governance decentralization. Numbers with the linear type of membership functions have witnessed an expanding development with applicability to a wide variety of areas, such as industry (Milošević et al., 2021). The law contains new regulations emphasizing the implementation of regional autonomy based on the principles of democracy, community participation, equity, justice, and regional potential and diversity. The form of the central government's commitment to supporting decentralization was shown by trimming its various powers in the regions.

Method

Descriptive analysis identifies patterns in data to answer questions about who, what, where, when, and to what extent. This guide describes how to more effectively approach, conduct, and communicate quantitative descriptive analysis. The primary audience for this guide includes members of the research community who conduct and publish both

descriptive and causal studies, although it could also be useful for policymakers and practitioners who are consumers of research findings (Loeb et al., 2017). For the empirical component of this research, the main data collection methods are semi-structured interviews of local respondents in two regions and additional interviews with educational and governmental institutions.

This study aims to reveal the conformity of the mandates with the circumstances that are presented in the field. Because in this study, the validity of the data in the form of a credibility test is used. The credibility test is intended to prove that the data has been collected according to the truth. To do credibility testing, there are several techniques to achieve credibility. These are: triangulation technique, sourcing, checking members, extending study presence in the field, peer discussion, and checking reference coverage. According to Norman K. Denkin, triangulation is defined as a combination or combination of various methods used to assess the interrelated elements from different points of view and perspectives. Triangulation techniques require writers to use different mandate-gathering techniques to obtain the same data from different sources (Lisa M. Given, 2008).

Result and Discussion

In Good Local Governance (GLG), some of the central government's authority is delegated to regional governments. In the GLG, state officials (in the regions) should be creative, independent, and innovative to handle

their governmental duties because the main benefit of regional autonomy is greater freedom and the freedom to explore and manage their natural assets. They cooperated more directly and broadly with the private sector. This is what is included in Reinventing Government, which is often referred to as the Entrepreneurship of the Bureaucracy. However, this model excludes the social components of development. Local communities should be included in terms of the development of a region (Vredegeor & Pennink, 2013). The arising problem in understanding reinventing government is the assumption that the many concepts of entrepreneurship in the bureaucracy mean coordination/institutions in the regional government are required to "do business" to provide additional value for local government revenue. Even though the real intention is to empower institutional governance.

The main issue with running bureaucracy in regional government stems from the local government agencies/offices themselves. To what extent bureaucratic actors anticipate changes both internally and in society, how much effort local governments make to transform entrepreneurial enthusiasm in the public sector, and how they respond to changes are all steps to take. Bureaucratic reforms worldwide seek to improve the quality of governance. In this article, we argue that the major governance failures are political, not bureaucratic, and the first step to better governance is to recognize the underlying political causes. Using illustrations from throughout the world, we contend that

political institutions fail to provide clear policy goals, rarely allocate adequate resources to deal with the scope of the problems, and do not allow the bureaucracy sufficient autonomy in implementation. Rational bureaucratic responses to these problems, in turn, create additional governance problems that could have been avoided if political institutions performed their primary functions (Meier et al., 2019).

The rapidly developing pace of communication, technology, and information, and the increasing political tensions and people's demands for good service are very powerful reasons for transforming a slow, long, and cyclical bureaucracy into a fast, effective, efficient, and comprehensive public bureaucracy. While the efforts to build and increase the local government's productivity as well as the emergence of new job desks for local government. Industrialization, trade between regions, foreign investment, management of foreign aid for the region and the new things born by the local government caused by center autonomy, which required local government work with an entrepreneurial spirit (Priyanda, 2019).

Moreover, the efforts to decentralize the bureaucracy of the Regional Government, besides realizing independent governance, are also to encourage the changes in the role of government in facing the more rapid development of society in the globalization era (Frisch-Aviram et al., 2018)

Based on the above, it is an undeniable matter that the efforts to entrepreneurship the bureaucracy will

affect the changes (reforms) in local government agencies. The changes made were in the context of making adjustments to the bureaucratic-entrepreneurial mechanism at every bureaucracy layer. The forms are bureaucratization, deregulation, reconstruction of regional governments, repositioning of agencies, and even rationalization of employees. In their development, the adjustment efforts should be able to guarantee the productivity and efficiency of regional government work maximally. According to this theory, the government bureaucracy is a critical component in achieving the goals of adopting regional autonomy. As a result, it is critical to train and empower government personnel in good governance. There are five tactics that may be utilised to encourage the bureaucracy's greater capacity to be effective and efficient, adaptive, and capable of updating public systems and organisations (Fatikha, 2016). The smallest component of governance that can affect the success of the governing process and the provision of services to society is the government apparatus.

The recapitulation of respondents' responses uses five dimensions of the study of entrepreneurial government on changes in the work culture of the Baubau City Government, including core strategy, consequence strategy, customer strategy, control strategy, and strategy culture (culture strategy). The following results and discussion of each strategy dimension are described as follows:

1. Core Strategy

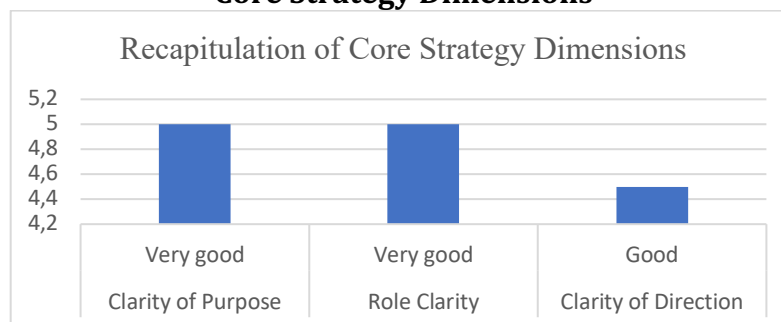
The first crucial component of the government organization is the section

that establishes the government organization's aims. If an organization lacks defined goals (or has several competing goals), it will struggle to attain high performance.

The core strategy is the strategy that describes the organization's aims since it pertains to the essential functions of a government agency. This technique aids in the clarification of objectives, which in turn clarifies the function and direction of government entities in carrying out their responsibilities. As a result, this strategy has the potential to improve the government's capacity to develop new systems for establishing objectives and plans.

The core strategy tries to define the organization's goal and vision. This strategy may be implemented by explaining the firm's goals by making preparations before operating the company; clarifying the responsibilities of company leaders and workers; and clarifying the company's direction by enhancing corporate goals. Vision and purpose are actually highly significant as long-term instructions for where an organization will be headed by taking into consideration different aspects of its key duties and activities, as well as paying attention to the strategic environment's growth.

Figure: 1.
Core Strategy Dimensions



Source: Obtained from primary data

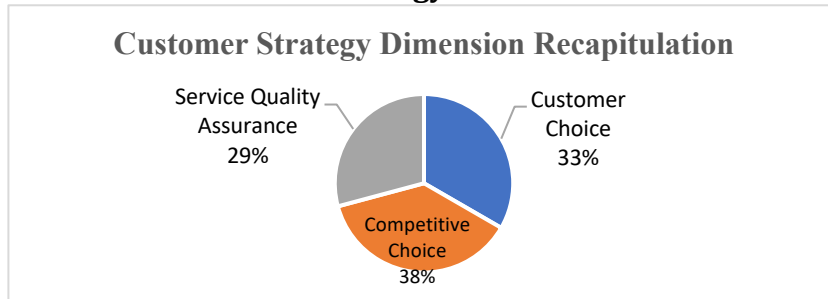
The summary of the discussion on the core strategy for the entrepreneurial government program in Baubau City shows that the assessment category is very good.

2. Customer Strategy

Concentrate on being accountable to consumers. Organizations must compete and give quality assurance to customers. The customer strategy (customer strategy) strives to build a service delivery system implemented by

bureaucrats in order to offer the community an ideal level of service. Create a feedback system from the community, create simple procedures, create a pleasant and soothing office environment, provide a place for complaints and information, create a service system based on information technology, media, and telecommunications, and create a computer system that uses an online system.

Figure: 2.
Customer Strategy Dimensions



Source: Obtained from primary data.

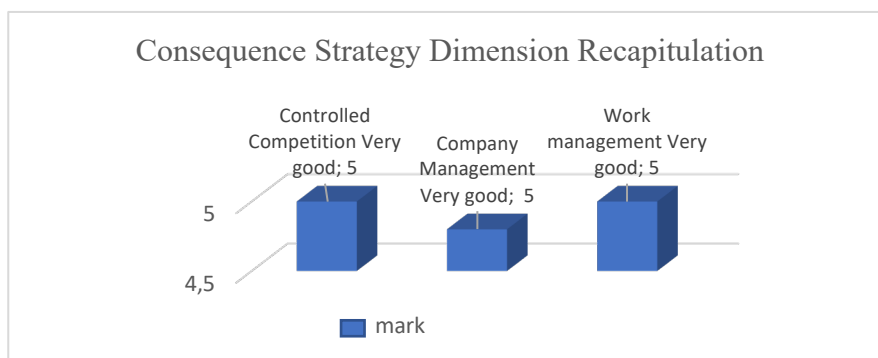
The recapitulation of the discussion of the entrepreneurial government customer strategy in Baubau City shows a score with a very good rating category of 38% Competitive Choice. The customer strategy focuses on accountability—that is, to whom the government should be accountable. The main booster is accountability, where the government is responsible to the community (the public) as customers of public services (customers).

3. Consequence Strategy

The consequence approach is an incentive system strategy. This method is

based on establishing repercussions (both positive and negative) for the resultant performance. As a result of these repercussions, there will be healthy rivalry among workers or between other public service providers in order to boost employee motivation and performance through the application of reward and punishment by taking economic risks into consideration and awarding prizes. Furthermore, this approach pushes the firm to offer its employees significant rewards and incentives to follow and comply with the company's standards.

Figure: 3.
Consequence Strategy Dimensions



Source: Obtained from primary data.

The incentives embedded into the public system are defined by this technique. Bureaucracies provide

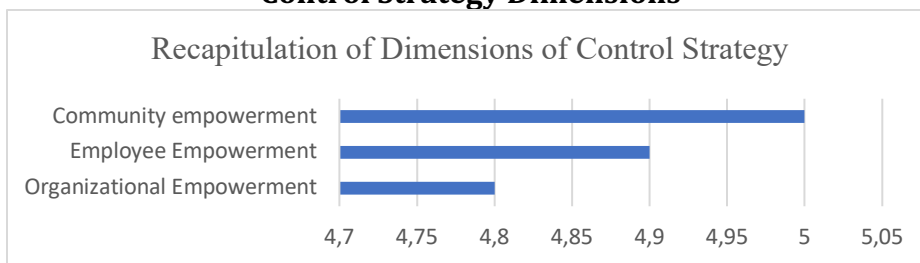
tremendous incentives for its personnel to follow the rules while also obeying them.

4. Control Strategy

Changing the organization's control structure and location. Control is delegated to the lowest organizational level, typically the implementer or community. Organizational control is established in accordance with the vision and mission that have been established. As a result, the organization, its employees, and the community are all being empowered. The supervisory approach

aims to strengthen the organization through organizational structure. It is intended that this supervisory technique would foster competency and independence as well as public trust in government offices as public service institutions and workers or employees as public servants. Supervision tactics may be used in organizational forms, empowering employees and communities.

Figure: 4.
Control Strategy Dimensions



Source: Obtained from primary data

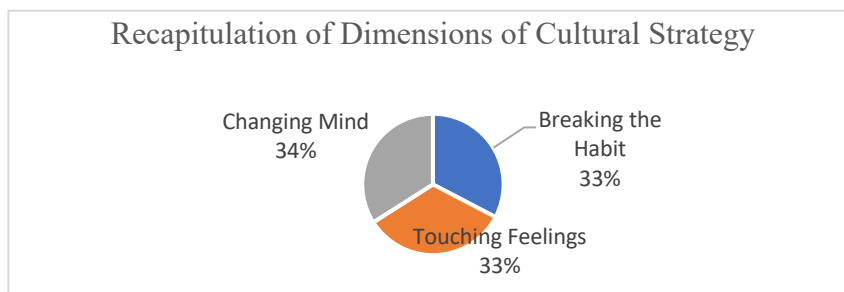
This technique establishes who has decision-making authority. In the previous bureaucratic structure, the majority of authority was concentrated towards the top of the hierarchy.

might stymie a change's progress. In other words, a culture geared toward the status quo must be converted into a culture oriented toward change. Changing a person's or an organization's culture is a difficult task. Because culture is the outcome of an experience interacting with emotions and common sense that have been implanted in the individual since birth, however, modifications are required.

5. Culture Strategy

Change the organization's work culture, which includes components of habit, emotion, and psychology, so that the public's perception of the culture of this public organization changes. A cultural strategy tries to transform the culture that

Figure: 5.
Cultural Strategy Dimensions



Source: Obtained from primary data

This approach defines the culture of a public company in terms of employee values, conventions, behavior, and expectations. Organizational objectives, incentives, accountability mechanisms, and power structures will all have a profound influence on this culture. Changing organizational objectives, incentives, accountability mechanisms, and power structures, in other words, will transform the culture.

The Aspects of Bureaucratic Entrepreneurship Implementation

We define entrepreneurial government as a government that repurposes resources to improve the efficiency and effectiveness of performance and community services, resulting in a rise in people's income and regional economic growth. The entrepreneurial government model will enable the government and society to better manage economic resources in order to catch up with the economy and improve people's well-being.

According to the findings of a field study, many bureaucratic officials still do not comprehend what entrepreneurial government is in terms of customer-oriented features and the existence of citizen charters. Concerning the real citizen charter Aside from that, they continue to believe that the community is unprepared and immature in reacting to changes in public services.

The socialising part of the Entrepreneur Government idea should be done on a regular basis to fulfil the requirement for knowledge of the bureaucratic apparatus's human

resources. To broaden this understanding, the bureaucratic machinery is given the option to participate in events that explore entrepreneurial-style government concepts.

Conclusion

Entrepreneurship of the bureaucracy is a process of how to organize and manage a rigid bureaucracy into a professional, innovative, and fair organization. The practice of bureaucracy entrepreneurship was a policy of improving the bureaucracy so that it is not influenced by policies of group interest, culture, and so on. The behavior of entrepreneurship in bureaucracy also requires a responsive and accountable attitude from the government or the bureaucrats themselves toward the systems and services applied. As a community, they were expected to act proactively and responsively to various types of policies so that they could always supervise directly in the bureaucratic service. The implementation of bureaucratic entrepreneurship is based on the principles of entrepreneurship in the bureaucracy. The context of the entrepreneurship of the bureaucracy itself emerges from its existence:

- a. The government organ is an abundance and inaction government organ, so it tends to be leaning rather than bringing profit in the fiscal area.
- b. Ineffectiveness and slowness in public services cause public distrust of the government's capacity to deliver public services.

To boost organizational productivity, local governments must empower the apparatus to operate creatively and innovatively, as well as with an entrepreneurial spirit. The notion of reinventing government must be tailored to social, economic, political, and cultural realities.

The requirement for Baubau City's local government officials to participate in seminars, workshops, symposiums, workshops, and trainings that teach and explain the current notion of contemporary governance, particularly those linked to entrepreneurial government (Entrepreneur Government).

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