The Effectiveness West Java Future Leaders (Millennial Adjutant) Program for Bureaucratic Reform

Dinda Rosanti Salsa Bela[1*], Suswanta[1]

[1]Department of Government Affairs and Administration, Jusuf Kalla School of Government, University of Muhammadiyah Yogyakarta, Indonesia

Email Correspondence: dindarosantisalsabela@gmail.com

Abstract: *The purpose of this study was to assess the effectiveness of the Millennial Adjutant Program of West Java Future Leaders in creating a superior younger generation. This study uses Q-DAS (Qualitative Data Analysis Software) and Nvivo 12 plus to provide an exploration and description of the Millennial Adjutant Program West Java Future Leaders. The results of this study are the effectiveness of the West Java Future Leaders program in this study as seen from several indicators, namely the program's success, the success of the target, and the level of output and input. The success of the West Java Future Leaders program can be seen based on the enthusiasm of the participants, which increases every year. The target of this program is young people throughout Indonesia, who are expected to create a superior young generation to meet the road map of bureaucratic reform.*
Keywords: effectiveness; millennial adjutant; bureaucratic reform

Introduction

The most significant aspect of government management is bureaucracy. The bureaucracy in Indonesia is in the process of innovating in providing public services. This is marked by the release of 8 points of bureaucratic changes in the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 30 of 2018 concerning Amendments to the Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 14 of 2014 concerning Guidelines for Evaluation of Bureaucratic Reform in Government Agencies, which are basically

mutually exclusive relating to human relations and systems (Barniat, 2019).

The presence of competent bureaucratic leadership is one aspect of supporting the performance of the bureaucracy in carrying out its duties as executor of public services. Leadership in the bureaucracy is something that will determine the success or failure of a bureaucracy (Awang Anwaruddin, 2006). Because the leader is in charge of integrating and managing bureaucratic resources so that they can function as a unified whole and in harmony with each other (Yunas, 2016).

According to BKN statistics, the number of Indonesian bureaucrats in June

2020 was 4,121,176 (Ferdian et al., 2021). Every year, the number of bureaucrats in Indonesia has decreased. This can be seen in Figure 1 below.
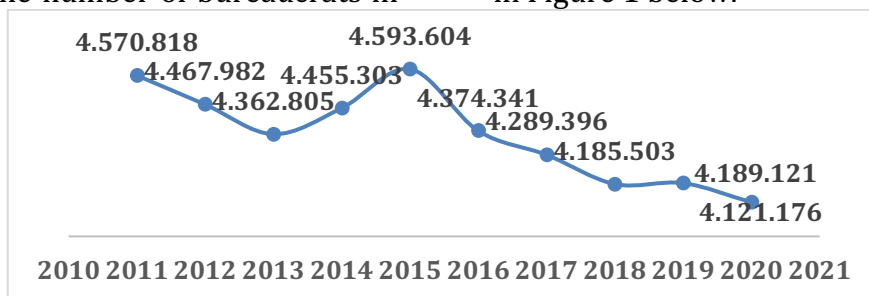

Figure 1. Number of Bureaucrats in Indonesia (BKN 2021 Data Source)

According to BKN statistical data as of June 2020, bureaucracy is a system or division of main tasks and functions. Included in this is the division of the number of bureaucrats, with a percentage of 77% of bureaucrats in local governments and 23% of bureaucrats in the central government. According to statistical data, the 51-55 age group is the most dominant. The figure below illustrates the comparison of ASN by age group in Indonesia.
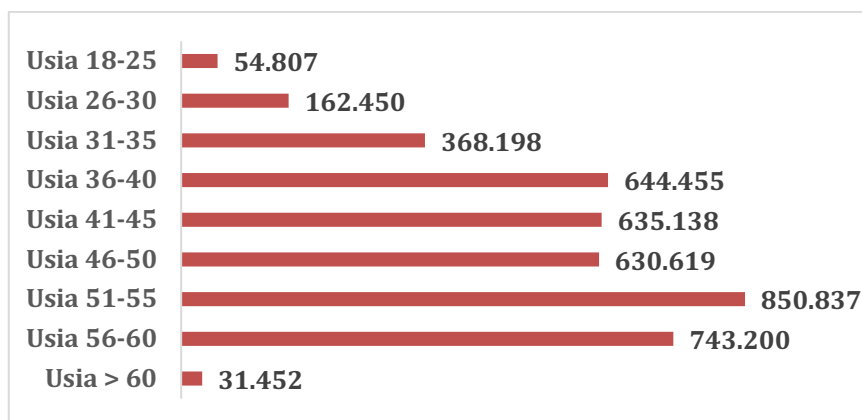

Figure 2. Comparison of ASN in Indonesia by Age Group
(BKN 2020 Data Source)

Based on the data above, it can be concluded that the majority of bureaucrats in Indonesia are currently between the ages of 51 and 55, followed by those between the ages of 56 and 60. ASN in Indonesia is over 40 years old. This is certainly a challenge for the younger generation of bureaucrats in the future to provide new breakthroughs in providing public services to the public in limited numbers.

According to the 2017 National Socio-Economic Survey (Susenas), the number of millennials in Indonesia reached around 88 million individuals, or 33.75% of the total population. In this case, increasing the availability of resources for people of productive age should have a positive impact on Indonesia's development and future (Wardani, 2019).

This study is not designed to overestimate the role of youth, but rather to investigate the most realistic options for what young bureaucrats can achieve. The younger generation as state apparatus is expected to be the foundation for the creation of a cleaner, more flexible, and adaptive government (Cahyo Seftyono, Purwo Santoso, and Muhadjir Muhammad Darwin, 2020). On the other hand, Indonesia is expected to enter the

demographic bonus phenomenon, which is marked by a fairly large growth in the number of productive people, between 2030 and 2040 (Saaid & Wahab, 2014).

Based on this phenomenon, the West Java Provincial Government issued a millennial adjutant program, namely West Java Future Leaders, which is expected to maximize the role of young people in the bureaucracy in Indonesia. This program is included in the seven flagship programs launched by the Governor of West Java, Ridwan Kamil. West Java Future Leaders itself is a personal adjutant training program for the Governor of West Java, Ridwan Kamil. This initiative is a collaboration between West Java Public Relations, West Java Youth and Sports Office, and West Java Bank Banten, and is fully supported by the bank (BJB). The best leadership, according to the Governor of West Java in the Instagram account @jabarfutureleaders, is to lead by example. This is the basis for the implementation of the West Java Future Leaders program to date.

Through this initiative, the Governor of West Java, Ridwan Kamil, hopes that his example can be followed by future leaders who will carry out the people's mandate because leadership is a valuable commodity that must be passed down (Gufroni & Setiawan, 2010). This is in accordance with the Road Map for Bureaucratic Reform in Indonesia, where the Indonesian bureaucracy aspires to become a world-class bureaucracy with a dynamic government spirit through a superior younger generation (Naafs & White, 2012). The Indonesian bureaucracy is trying to generate transformational momentum. President Jokowi has expressed his views and wishes on the many faces and contents of bureaucracy. In this case, the bureaucracy in Indonesia is improved to form an Indonesian bureaucracy that is responsive, agile, and uncomplicated (Reza, 2020).

The purpose of this study was to determine the effectiveness of the millennial adjutant program, West Java Future Leaders, in creating a superior younger generation. The purpose of this program is to provide opportunities for the younger generation to work as Adjutants to the Governor of West Java for one week. The future leaders of West Java should provide significant experience to future generations about the reality of field leaders. The effectiveness of a program is not only determined by the goals of an organization or institution but also by the methods used to achieve these goals. The achievement of predetermined goals or objectives is referred to as effectiveness.

This research uses Q-DAS (Qualitative Data Analysis Software) and Nvivo 12 Plus to analyze the data. The qualitative approach provides exploration and description of the Millennial Adjutant Program West Java Future Leaders. The purpose of this research is to see how the effectiveness of the Millennial Adjutant Program West Java Future Leaders in creating superior young people through social media, specifically through Twitter and Instagram. The focus of this research is the West Java Future Leaders program by capturing data on all West Java Future Leaders social media.

Method

This research effectiveness software uses Nvivo 12 plus. Nvivo 12 plus as a qualitative effectiveness tool displays data in a quantitative form called qualitative to quantitative effectiveness (Setiawan et al., 2021). The qualitative approach explores and describes the millennial adjutant program, namely Jabar Future Leaders, using descriptive to efficiently provide information and explain data (Effendi & Pribadi, 2021).

The data for this research is the official Twitter, Instagram, and Youtube

content for the Jabar Future Leaders account. This research focuses on the West Java Future Leaders program. The Nvivo 12 plus in this study is the effectiveness of the graph; the effectiveness of the cluster; and the word cloud's effectiveness. The use of Nvivo as an effective tool has five stages: (1) capturing data, (2) importing data, (3) encoding data, (4) classifying data, and (5) displaying data (Rosanti et al., 2021). Researchers captured data on November 25, 2021. The displayed data was submitted using the qualitative data effectiveness method. The data used by the researcher is data that displays hashtags, mentions, hierarchy charts, and word clouds. The data is then processed with Microsoft Excel tools to get the results displayed in the form of percentages.

Results and Discussion
The millennial aid program is a discussion that needs to be examined, both from its urgency towards young bureaucrats in Indonesia to related to governance and its relationship to the improvement of apparatus resources in Indonesia. For this reason, this research wants to see and understand the effectiveness of the millennial aid program West Java Future Leaders in creating a superior young generation.

Table 1. Number of Registrants for West Java Future Leaders
(Source Instagram @jabarfutureleaders)

Batch	year	Registrant	Selected
1	2019	539	30
2	2018	4.039	42
3	2017	11.171	22
4	2016	4096	30
Total Registrants		**19,845**	

This shows the very high enthusiasm of young people who want to be a millennial adjutant to the Governor of West Java. This program is regularly published by West Java Public Relations through the official Jabar Future Leaders social media accounts such as Instagram, Twitter, and Youtube. These media have a sizable number of followers, such as the social media platform Instagram, which has more than 33,000 followers as of March 9, 2022.

According to Instagram @jabarfutureleaders, the role of this adjutant is to follow and ensure the agenda of leadership activities is smooth and conducive, prepare for leadership needs, and distribute information and experience gained as a millennial adjutant. The benefits of this program include being able to observe and learn leadership directly in the field; getting to know the bureaucratic system and government administration; receiving leadership training from experienced figures; and establishing friendships or relationships in new environments (Gufroni & Setiawan, 2010).

The millennial aide program is a discussion that needs to be examined, both from its urgency towards young bureaucrats in Indonesia to related to governance and its relationship to the improvement of apparatus resources in Indonesia. For this reason, this research wants to see and understand the effectiveness of the millennial aid program (Jabar Future Leaders) in creating a superior younger generation. Program effectiveness is a method or effort taken to measure the extent to which the program is running in order to achieve predetermined goals.
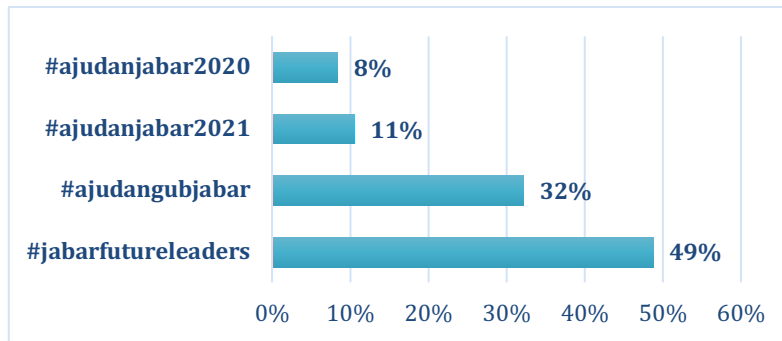
IIIIIIIIIIIIIIIIIIIIIIIIIII

JOG
Jurnal Ilmu Pemerintahan
Universitas Sultan Ageng Tirtayasa
JOURNAL OF GOVERNANCE

Figure 3. Social Media Hashtag Twitter Jabar Future Leaders

The effectiveness of the implementation of the West Java Future Leaders program is the main goal of this research. Judging from the data obtained from the Twitter account @JabarFtrLdr, which is classified based on the hashtag, the hashtag #jabarfutureleadres dominates the account with a percentage of 49%. The content of the content states that this program is a collaboration between @humasjabar and @disorda_jabar and is fully supported by @infobankbjb. Through this hashtag, information is conveyed about various activities carried out in the West Java Future Leaders Program, be it open recruitment, registration requirements, activities with the governor, impressions of aides, talks with the governor, and so on. Then there's the hashtag # ajudangubjabar, which has a 32% share. This hashtag is dominated by information about the impressions of millennial aides during their activities in the West Java Future Leaders program. Then there are the hashtags # ajudanjabar2021 and # ajudanjabar2020, which have 11% and 8% of the vote, respectively. This hashtag contains the assignment of millennial aides in the West Java Future Leaders program, then the importance of appearances for public figures, and various conversations with the Governor of West Java, Ridwan Kamil.
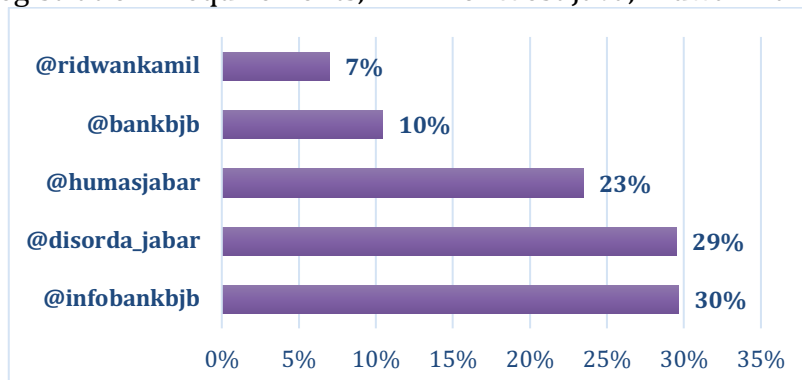

Figure 4. Mention Social Media Twitter West Java Future Leaders

Based on Figure 2 obtained from the Twitter account @JabarFtrLdr, the mention feature in the account is used to interact with several government accounts such as @infobankbjb, @disorda_jabar, @humasjabar, @bankbjb, and the Twitter account of the Governor of West Java, @ridwankamil. The interaction built between these accounts is about support for the implementation of the West Java Future Leaders program, such as debriefing activities so that they can carry out their duties as an aide optimally. In addition, the interaction also contained an invitation from the government to all young people throughout Indonesia to be able to use this opportunity to become an adjutant to the governor through the West

Java Governor's Millennial Adjutant Program, West Java Future Leaders.

In addition to Twitter, the West Java government is also actively updating information about the West Java Future Leaders program through Instagram and Youtube Jabar Future Leaders. Through this platform, various pieces of information were conveyed, one of which was tips on how to pass the selection as a form of openness to this program. The Jabar Future Leaders Youtube channel is filled with content that can attract people's attention, including interview content with millennial aides, then content called BAUR, which stands for talking to the Governor, then there is content that contains tips and tricks to pass the West Java Future program selection leaders, content about the introduction of various terms in the world of aides is also presented in this youtube, and vlogs in various program activities.

The West Java governor's millennial adjutant program, which is packaged in the West Java Future Leaders program, is carried out once a year, which currently has 4 or 3 batches. Batch 1, which will be held in 2019, Batch 2, which will be held in 2020, Batch 3, which will be held in 2021, and Batch 4, which will be held in 2022. The requirements to participate in this program are for young people throughout Indonesia as Indonesian citizens aged 17–25 years of support with organizational experience or volunteering. The selection process for this program consists of writing a 500-word essay and making a 1-minute video that contains the reasons for joining this program and the participants' dreams for West Java and Indonesia.

The opportunity to participate in this program is not only given to students but is open to all people who meet the criteria, whether private employees, temporary employees, or students. The reasons for participating in this program vary widely, including wanting to increase knowledge about governance and wanting to explore themselves to be able to implement and apply government values and learn leadership from the Governor of West Java, Ridwan Kamil. Another reason that was also mentioned through the official Youtube of Jabar Future Leaders was because of the great curiosity of millennial aides about government bureaucracy and wanting to know the government's perspective directly with the Governor of West Java.

The millennial aides also mentioned that being an aide, especially the aide to the Governor of West Java, must have certain skills, including being fast and agile. Aside from that, millennial aides are also required to have a disciplined, thorough, and communicative attitude. The millennial aides also hope that this program can be a platform to continue to develop and hone skills in government, especially in leadership. Millennial aides also feel proud when they join this program because, through this program, millennials are regenerated to grow their leadership spirit and shape young people to become good leaders in the future. The millennial aides admitted that previously they were skeptical of the government, but West Java Future Leader opened up opportunities for young people to break the stigma.

The effectiveness of the West Java Future Leaders program in this study is seen from several indicators, namely the success of the program, the success of the target, and the level of output and input. The success of the West Java Future Leaders program can be seen based on the enthusiasm of the participants, which increases every year. The target of this program is young people throughout Indonesia, who are expected to create a superior young generation to meet the

road map of bureaucratic reform. Through the official Youtube channel of Jabar Future Leaders, the impressions of millennial aides were conveyed that this program was very useful for increasing their capacity in the world of government. Based on this, the aides were very satisfied with the program both in terms of knowledge and experience gained during this program.

Based on all the data that has been displayed, the author believes that the millennial aide program is a very interesting innovation. This program increases the productivity of the younger generation not only in West Java but also throughout Indonesia. Through this program, the younger generation can learn and gain experience, especially in leadership and bureaucracy. According to the author, this millennial aide program is in line with the bureaucratic reform process echoed by President Joko Widodo.

Because at this time, the role of the younger generation in government is very much needed, especially in this era of the industrial revolution 4.0.

In addition, according to the author, this program can be an example for other regions in Indonesia to create programs that can produce future leaders. In the author's analysis, the West Java Future Leaders program prepares infrastructure and human resource competencies in management. In addition, HR reform in facing the challenges of bureaucratic reform and the era of disruption is also very much needed. In the author's analysis, the West Java Future Leaders program prepares infrastructure and human resource competencies in government. In addition, the renewal of human resources to face the challenges of bureaucratic reform and the era of disruption is also very much needed. In the author's analysis, the West Java Future Leaders program prepares infrastructure

and human resource competencies in government.

Conclusion

From the explanation above, it can be concluded that the effectiveness of the West Java Future Leaders program in this study can be seen from several indicators, namely the success of the program, the success of the target, and the level of output and input. The success of the West Java Future Leaders program can be seen based on the enthusiasm of the participants, which increases every year. The target of this program is young people throughout Indonesia, who are expected to create a superior young generation to meet the road map of bureaucratic reform. This program is beneficial for increasing self-capacity in the world of government. The program, included in the 7 flagship programs launched by the Governor of West Java Ridwan Kamil, is considered successful in touching the younger generation throughout Indonesia so that they can continue to develop and foster enthusiasm to be able to contribute to regional development. This paper has a framework of thinking about the critical role of young people in governance.

References

Alamsyah. (2017). Repositioning the Role of the Public Bureaucracy in the Local Political Process. April 2003, 55–70.

Barniat, Z. (2019). Village Autonomy: Theoretical Conception And. Journal of Socio-Political Analysis, 5(1), 20–33.

Bexson, C., Millett, C., Santos, LMP, de Sousa Soares, R., de Oliveira, FP, & Hone, T. (2021). Brazil's more doctors program and infant health outcomes: a longitudinal analysis. Human Resources for Health, 19(1), 1–10. https://doi.org/10.1186/s12960-021-00639-3

Cahyo Seftyono, Purwo Santoso, Muhadjir Muhammad Darwin, AHH (2020). Journal of Government Civil Society. Journal of Government Civil Society, 4(April).

Effendi, GN, & Pribadi, U. (2021). The Effect of Leadership Style on the Implementation of Artificial Intelligence in Government Services. IOP Conference Series: Earth and Environmental Science, 717(1). https://doi.org/10.1088/1755-1315/717/1/012018

Ferdian, KJ, Faedlulloh, D., & Ibrahim, I. (2021). Bureaucracy, Disruption, and Youth: Encouraging Young Bureaucrats to Create Dynamic Governance. Transformative Journal, 7(1), 112–127. https://doi.org/10.21776/ub.transformative.2021.007.01.5

Figueiredo, AM, McKinley, DW, Massuda, A., & Azevedo, GD (2021). Evaluating medical education regulation changes in Brazil: workforce impact. Human Resources for Health, 19(1), 1–12. https://doi.org/10.1186/s12960-021-00580-5

Greene, MC, Haddad, S., Busse, A., Ezard, N., Ventevogel, P., Demis, L., Inoue, S., Gumm, JC, Campello, G., Tol, WA, & Kane, JC (2021). Priorities for addressing substance use disorder in humanitarian settings. Conflict and Health, 15(1), 1–10. https://doi.org/10.1186/s13031-021-00407-z

Gufroni, WS, & Setiawan, E. (2010). The Meaning of the Millennial Adjutant Self-Concept for the Governor of West Java. 407–416.

Gulo, N., Jaya, NSP, & Pujiyono. (2020). Managerial factors of education program performance in correctional institutions. International Journal of Scientific and Technology Research, 9(4), 749–751. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85083522098&partnerID=40&md5=b73499f2f822cc5aa40f64b31b8145b9

Hayat, H. (2014). The Concept of Leadership in Bureaucratic Reform: Actualization of Leaders in Public Services Towards Good Governance. Journal of Borneo Administrator, 10(1), 59–84. http://samarinda.lan.go.id/jba/index.php/jba/article/view/165

Huda, MN (2020). Public Service Management Innovation Through Government Resources Management System (GRMS) in Central Java Province. JPW (Walisongo Political Journal), October. https://doi.org/10.21580/jpw.v2i2.6658

Khoeriyah, YS, Indah, RN, & Achmad Syam, RZ (2021). The Effectiveness of the Implementation of the School Literacy Movement Program Through

the Reading Challenge at SMA Plus Al-Ghifari Bandung. Info Bibliotheca: Journal of Library And Information Science, 2(2), 115–126. https://doi.org/10.24036/ib.v2i2.11 5

Mergany, NN, Dafalla, AE, & Awooda, E. (2021). Effect of mobile learning on academic achievement and attitude of Sudanese dental students: a preliminary study. BMC Medical Education, 21(1), 1–7. https://doi.org/10.1186/s12909-021-02509-x

Mostafavi, S., Mohseni, A., & Abbasian, GR (2021). The pedagogical efficacy of ESP courses for Iranian students of engineering from students' and instructors' perspectives. Asian-Pacific Journal of Second and Foreign Language Education, 6(1). https://doi.org/10.1186/s40862-021-00109-2

Naafs, S., & White, B. (2012). Generation Between: Reflections on Indonesian Youth Studies. Journal of Youth Studies, I(2), 89–106. https://journal.ugm.ac.id/jurnalpem uda/article/viewFile/32063/19387

Naim, MF, & Lenka, U. (2018). Development and retention of Generation Y employees: a conceptual framework. Employee Relations. https://doi.org/10.1108/ER-09-2016-0172

Pasolong, H. (2021). Bureaucratic leadership. In Alphabet. http://repository.poliupg.ac.id/1739 /3/Kepimpinan %282021%29 %281%29.pdf

Payne, B., Hobson, J., & Lynch, K. (2020). 'We Just Want to be Treated with Respect!': Using Restorative Approaches and the Dramatic Arts to Build Positive Relationships Between the Police and Young People. Youth Justice, 2015. https://doi.org/10.1177/147322542 0931205

Purnamasari, AI, Wardani, YI, & Hidayah, DA (2020). Innovation of E-Government Transaction Services in the Licensing Sector at the Integrated Licensing Agency of Malang City. Proceedings of the National Symposium, 569–596.

Reza, IF (2020). Strategy for the Implementation of E-Government-Based Public Services in Indonesia in the Industrial Revolution 4.0 Era. Public Discourse, 14(01), 7–12. https://doi.org/10.37295/wp.v14i0 1.40

Rogan, S., Taeymans, J., Zuber, S., & Zinzen, E. (2021). Impact of guided self-study on learning success in undergraduate physiotherapy students in Switzerland – a feasibility study of a higher education intervention. BMC Medical Education, 21(1), 1–8. https://doi.org/10.1186/s12909-021-02794-6

Rosanti, D., Bela, S., Nurmandi, A., & Muallidin, I. (2021). Effectiveness of Disaster Mitigation Information (Vol. 1). Springer International Publishing. https://doi.org/10.1007/978-3-030-85540-6

Saaid, SA, & Wahab, ZA (2014). The Impact of Digital-Based Materials on Undergraduates' Reading Habit. International Journal of Social Science and Humanity, 4(3), 249–253. https://doi.org/10.7763/ijssh.2014. v4.357

Serra, S. (2021). Urban planning and the market of development rights in Italy: learning from Milan. City, Territory and Architecture, 8(1).

https://doi.org/10.1186/s40410-021-00133-2

Setiawan, A., Saputra, HA, Atmojo, ME, Government, MI, & Yogyakarta, UM (2021). THE EFFECTIVENESS OF SPREADING COVID-19 INFORMATION THROUGH TWITTER MEDIA THE MINISTRY OF HEALTH OF THE REPUBLIC OF INDONESIA AND. 4, 89–106.

Setyadi, MWR (2019). The Influence of Bureaucratic Leadership and Electronic Government Implementation on the Quality of Population and Civil Registration Public Services in Cilegon City. Sawala: Journal of Public Administration, 7(2), 129–142. https://doi.org/10.30656/sawala.v7i2.1094

Stewart, GL, & Brown, KG (2019). Human resource management. books.google.com. https://books.google.com/books?hl=en&lr=&id=53eYDwAAQBAJ&oi=fnd&pg=PA2&dq=program+effectiveness+creating+excellent+young+generation&ots=XFvMohr91r&sig=_1U5MEnB8aTNKnTgWBB8FfikzekWBB8Ffikzek

Tung, J., Nahid, M., Rajan, M., & Logio, L. (2021). The impact of a faculty development program, the Leadership in Academic Medicine Program (LAMP), on self-efficacy, academic promotion and institutional retention. BMC Medical Education, 21(1), 1–9. https://doi.org/10.1186/s12909-021-02899-y

Wardani, AK (2019). The Urgency of Service Innovation in the Field of Public Administration in the Era of Disruption. Dynamics: Scientific Journal of Public Administration, 6(2), 30–35. https://jurnal.unigal.ac.id/index.php/dinamika/article/view/2258

Younes, N., Delaunay, AL, Roger, M., Serra, P., Hirot, F., Urbain, F., Godart, N., Speranza, M., Passerieux, C., & Roux, P. (2021). Evaluating the effectiveness of a single-day simulation-based program in psychiatry for medical students: a controlled study. BMC Medical Education, 21(1), 1–11. https://doi.org/10.1186/s12909-021-02708-6

Yunas, NS (2016). Leadership and the Future of Bureaucratic Reform in Indonesia. Dimensions, 9(2), 103–114.