

Towards Bureaucratic Reform to Achieve Good Governance

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Abstract: *One of the promises of change through bureaucratic reform is the implementation of great services for the benefit of society, but disparities sometimes lead to conflicts in their execution. This took place in Tasikmalaya Regency, where, on the one hand, the bureaucracy is energetically adopting bureaucratic reform as a form of self-improvement, but, on the other hand, a decline in the culture of service and weak employee integrity are obstructing the bureaucracy's growth. The goal of this essay is to determine what factors help and what factors hinder the implementation of bureaucratic reform in the Tasikmalaya Regency Government, as well as what factors contribute to less-than-ideal evaluation results. In this study, we used qualitative research techniques. Observation, notes, and interviews were all parts of the data collection process. Collecting data, reducing data, presenting data, analyzing data, triangulating data, and generating conclusions are all data analysis techniques that can be used to determine the reliability of data and arrive at the truth. According to this paper's findings, the Tasikmalaya Regency government's bureaucratic reform has not moved significantly in a more optimal direction in its quest to accomplish good governance; normative difficulties pertaining to the quality and capacity of apparatus resources persist. When it comes to making significant changes and updates to the governance system, effective governance necessitates increased dedication and a mental shift on the part of leadership and all levels of employees.*

Keywords: *bureaucratic reform; good governance; local government apparatus.*

Introduction

The concept of bureaucratic reform can be understood as a significant shift in both the prevailing paradigm and the mode of governance. This shift in turn affects the organization (institutional), management, human resources, services, accountability, and legislation (Rohayatin, 2017). The political reform that took place in 1998 in Indonesia resulted in changes to the country's administrative system, which in turn had an effect on

improvements in the field of public administration. The public's demand that the government promptly carry out reforms in the implementation of national and state life became a milestone in the beginning of the reform era in the fields of politics, law, economy, and bureaucracy; this wave of reform is also known as the first wave of reform (Kairupan, 2015).

The term "bureaucratic reform" refers to an organized, coordinated, and all-encompassing attempt to improve

governance in some capacity, namely "good governance," which can refer to either "good public governance" or "excellent corporate governance" (Handrian & Putriani, 2021). Good governance is the process of administering government that is carried out by civil servants in accordance with rules and regulations as well as by using the principles of good governance. Good governance can be defined as the following (Lubis et al., 2020):

In a country, the bureaucracy is an important entity. With bureaucracy, a country's functions can run smoothly. Sugiharto (2011), in the *Journal of State Apparatus Empowerment and Bureaucratic Reform Towards World Class Government*, argues that so far the bureaucracy has been understood as a procedure or service, but the bureaucracy does not only carry out state administration and community service; the bureaucracy also has an impact on the direction and condition of the country, which will be realized, so in essence the bureaucracy is a service to all interests. Wulan & Mustam (2017) argue that reform is a process of systematic, integrated, and comprehensive effort aimed at realizing good governance.

Arsyad and Karisma (2022) support the notion that bureaucracy is a routine administration system carried out in certain ways, based on written rules, by people who are competent in their fields. Bureaucracy is also a consequence of the expansion of government functions, namely: the function of legitimate power; the function of managing the economy; and the function of fulfilling the people's glorious goods, so that it can be concluded that bureaucracy is closely related to the

system within an organization or institution and has certain goals (Nesia & Arenawati, 2013).

It has come to light that reform efforts in the field of bureaucracy are falling significantly behind those in other fields. Therefore, in 2004, the government reaffirmed that it was critically important to implement the principles of good governance and clean government in the context of providing outstanding service to the community. Because of this, the primary objective of the government's programs, which are carried out, is to construct the state apparatus through the implementation of bureaucratic reform. The public frequently assigns a different meaning to the bureaucracy that is designed to facilitate the functioning of the state, the administration of government, the provision of public services, and the advancement of society. Bureaucracy seems to give the impression that there is a long, convoluted process when people are going to settle a matter with government officials, saying bureaucracy is the implementation of organizational orders that must be carried out in such a way and fully in the implementation of government through agencies or offices (Ida et al., 2020).

Based on the discussion above regarding bureaucracy, it can be seen that bureaucracy is one of the indicators for carrying out government functions, where the function of running the wheels of government depends on whether or not the bureaucratic system is running effectively. This proves that the bureaucracy plays a very central role in determining the success of government performance in carrying out government

programs for the welfare of the people of a country (Ramli, 2013).

The Tasikmalaya Regency Government is one of the regional governments that has shown a positive response to bureaucratic reform policies. In carrying out the bureaucratic reform policy, the Tasikmalaya Regency Government reported the achievements of its bureaucratic reform implementation through the Online Self-Assessment Implementation of Bureaucratic Reform (PMPRB), which is managed by the Ministry of Administrative and Bureaucratic Reform. The results of the PMPRB evaluation for Tasikmalaya Regency show that the evaluation score for Tasikmalaya Regency has received the CC title for bureaucratic reform in 2020. This shows that bureaucratic reform in Tasikmalaya district has not gone well. One of the obstacles is the quality and capacity of employees, the professionalism of apparatus resources, and the weak integrity of the apparatus leaving the potential for irregularities in the provision of public services within the Tasikmalaya Regency Government.

To achieve the goals of bureaucratic reform—a clean and accountable bureaucracy, an effective and efficient bureaucracy, and a bureaucracy with quality public services—the Tasikmalaya Regency Government is fully committed to implementing bureaucratic reform to improve the governance system. The current implementation is not optimal in the Tasikmalaya District Government, but it will be once bureaucratic reform, public services, and regional innovation are prioritized in line with the vision and mission of Tasikmalaya Regency, which will be achieved through bureaucratic

reform as a fundamental step for change and renewal of the governance system. The accomplishment and execution of bureaucratic reform under the Tasikmalaya Regency Government is indicative of this, but it is still largely symbolic.

Method

To examine and comprehend the outcomes of the analysis of bureaucratic reform to realize good governance in Tasikmalaya Regency, this study used qualitative methodologies with descriptive analysis (Sugiyono, 2011). Furthermore, this study employs a descriptive approach, which, as defined by Rukajat (2018) in the Sample Book of Research Methods, is a technique for analyzing the current state of a population, an item, a collection of conditions, a theory, or a category of events. The goal of this descriptive study is to provide a comprehensive account of the researched phenomenon, including a detailed description of its features, characteristics, and interrelationships. Literature studies are also a major source of the data and information used in the research.

To obtain accurate secondary and primary data, the authors use data collection techniques as part of a literary study, in which they try to examine various reading materials, libraries, and other documents that have relevance to the problem to be studied. This study relies on secondary data gleaned from literature reviews. The collected data were then analyzed descriptively in accordance with the research objectives using predetermined indicators.

Results And Discussion

Relationship of Bureaucratic Reform with Good Governance

From what we can gather from the experiences of several nations, reforming the bureaucracy is an essential first step toward national development. Reforms in government bureaucracy set the stage for an administration that would serve as the backbone of national and state life (Prasojo & Kurniawan, 2008). Because bureaucratic reform is crucial to making progress toward good governance, its successful implementation will ultimately pave the way for its establishment (Gedeona, 2010).

Reorganization of the Bureaucratic System

There are many explanations that can be used to understand why the government and bureaucracy fail to develop good service performance. The ability of a public service system to respond appropriately, quickly, and efficiently to the dynamics that occur in society will be largely determined by how the mission of the bureaucracy can be understood and used as the basis for criteria in policy making by the bureaucracy. The ambiguity of the mission also makes the orientation of the bureaucracy and its officials toward procedures and regulations very high. Especially in the Indonesian public bureaucracy, which tends to make procedures and regulations the commander in chief. As a result, the ambiguity of the public bureaucracy's mission encourages officials to use procedures and rules as the primary criteria for providing services. A management style that is too task-

oriented also causes employees to become unmotivated to create real results and excellent-quality public services. Formality in the details of organizational tasks demands high uniformity. As a result, employees are afraid of making mistakes and tend to complete work in accordance with implementing guidelines (juklak) and technical guidelines (juknis), even though the conditions encountered in reality are very different from these technical regulations. Meanwhile, in Warsito Utomo (2006), which is based on Smith's research, there are various factors that cause poor service to bureaucratic officials, including low salaries, the mental attitude of government officials, poor economic conditions, weak administration, and a lack of oversight.

Bureaucratic Reform Strategy

Cepiku & Mititelu (2010) wrote in the *Transylvanian Review of Administrative Sciences* No. 3E that public administration reform in countries (like Albania and Romania) requires a very mature agenda because previously it was not prioritized and not clearly defined in terms of effective implementation, even though the implementation of bureaucratic reform in several regions of Indonesia is not always as expected. Given that Feurer & Chaharbaghi (1995) state that "strategy is a variable used to change administrative reforms" (which includes the type, scope, and speed of reform), selecting and developing the appropriate strategy for bureaucratic reform is crucial for realizing effective governance at the local level. There are two approaches to bureaucratic reform: the comprehensive strategy and the incremental strategy, and both are necessary due to factors such as

the weakness of the agent of change, the internal structure of the institution not being designed for major changes, and the scope and rate of information having to be compromised. Here's some background on the two approaches:

1. A comprehensive strategy is a method or pattern used by a central management agency to control multiple coverage areas, including personnel, budget, and organization. This strategy requires political support from the authorities, but legislatures and political parties rarely provide sufficient support. In light of the fact that all administrative reform plans that will be implemented have been developed and must be communicated to the authorities in order to achieve the desired outcomes, the political commitment of the ruler is required. According to research conducted in several regions, one of the factors contributing to the success of bureaucratic reform in the regions is the dedication and political will of the regional head.
2. Because bureaucratic reform is viewed as a process, the incremental strategy views bureaucratic reform as a series of sequential steps. This strategy also prioritizes training that includes not only personnel from reform agencies but also personnel from other relevant agencies.

Of the two strategies above, each certainly has advantages and limitations. The advantage of the comprehensive strategy is that changes are more comprehensive and tend to be achieved in a shorter time than with the incremental strategy, while the limitations are that it requires more attention from both the

government and related institutions and agencies. Then the advantage of the incremental strategy is that it can build trust between reform agents, while the limitation is that this approach is gradual, so it requires a longer process. The two strategies above are more macro in nature and focused on broad bureaucratic reform.

Bureaucratic reform in order to increase the potential and competence of local government apparatus in order to realize good governance

A bureaucratic reform process needs to be held or carried out in order to develop or achieve effective governance. This will boost the capacity and competence of the local government apparatus. In the meantime, bureaucratic reform is very important in the operation of a government, one of which is a regional government, in which the local government is a government agency that serves as a public servant to provide for the community and assist in the resolution of problems that affect the community (Zuhdi et al., 2019).

One of the indicators of whether a government organization (public sector) has undergone bureaucratic reform is the provision of high-quality public services. The massively skewed impression that arises from public services carried out by the public sector is inseparable from the fact that the low quality of public services provided to the public as consumers. The low level of public services referred to, among others, is indicated by several characteristics. First, the cost transparency in obtaining permits is not transparent; second, the convoluted nature of services often makes people frustrated; and third, the service time is

unclear, so that people cannot predict when it will be finished. Good governance itself can be seen when the public service shows a positive impact or when the people are satisfied with the performance of their local government apparatus. In other words, good governance will be seen when the apparatus shows, fulfills, or carries out the principles that apply in the process of good governance (Kurniawan, 2016). Some of the applicable Good Governance Principles include:

- a. On the foundation of the free flow of information, one can construct transparency. All governance procedures, institutions, and information must be accessible to interested people, and the available information must be sufficient for comprehension.
- b. Care for stakeholders necessitates that all government processes and institutions attempt to serve all interested parties.
- c. Excellent governance is consensus-driven, i.e., capable of bridging disparate interests in order to produce the best and most comprehensive consensus for community groups.
- d. All members of society, regardless of race, have the opportunity to improve or maintain their standard of living.
- e. Effectiveness and efficiency, i.e., all government procedures and institutions, create results that meet the requirements of citizens while maximizing the use of available resources.
- f. Some decision-makers in government, the corporate sector, and civil society organizations are answerable to the

community or to institutions with an interest.

- g. The strategic vision is that a leader and society with a broad and far-reaching perspective on good governance and human development, as well as the sensitivity to make it happen, must understand the historical and socio-cultural complexities that form the foundation of that perspective.
- h. Community involvement implies that all community members have a direct or indirect say in decision-making.
- i. One of the legal frameworks that must be applied fairly and consistently, including human rights laws, is the supremacy of the law.

Administrative and bureaucratic reforms in an effort to improve regional conditions continue to be carried out in line with various demands of community needs that must be met by regional governments, both in efforts to improve the welfare of people in the regions and to overcome a number of economic, social, and cultural problems due to global association and the era of free competition. UU No. 23, concerning regional government, states that regional governments are directed to accelerate the realization of community welfare through improving services, empowering and encouraging community participation, and increasing competitiveness in the regions. To reduce the risks associated with implementing bureaucratic reform, regional governments must consider several principles that must be considered by stakeholders in the regions. These are:

1. Bureaucratic reform starts with individual reform and needs support.

2. triggers of change that encourage others to self-reform;
3. Professional apparatus becomes the backbone of the implementation of bureaucratic reform;
4. The purpose of bureaucratic reform is overall improvement that results in increased benefits for society.
5. The government does not carry out reforms alone; many partners can participate in improving government performance; and
6. Bureaucratic reform needs political support in order to gain momentum and great resonance (Haning, 2018)

The expected results of improving local government service systems through administrative and bureaucratic reforms are improved local government performance, which can be seen from the following:

1. Productivity concerns the efficiency and effectiveness of services;
2. Service quality includes the performance of public service organizations, which are often associated with community satisfaction;
3. Responsiveness is the ability of local government service organizations to recognize community needs, formulate service programs in accordance with community aspirations;
4. The responsibility of implementing the activities of public organizations in accordance with the principles of proper administration or in accordance with the policies of government organizations
5. Accountability concerns how much policies and organizations are subject to public officials who are the people's

choice and whose performance is in accordance with the interests of the people (Dwiyanto, 2021).

True governance is hoped to be created by implementing good governance principles. And, for the creation of all of this, it is necessary to have a potential and competent government apparatus. Meanwhile, the way to realize good governance and a potential and competent local government apparatus is by carrying out bureaucratic reform.

Conclusion

Bureaucratic reform will only work and can be implemented properly if all stakeholders can work together in synergy to realize good governance. In today's digital era, a government system that only relies on a procedural administration management basis and is not based on substantial bureaucratic structuring reforms to be able to improve the quality of public management administration can be said to have less significant influence or impact. Bureaucratic reform in the Tasikmalaya Regency government has not shown signs of a more optimal direction to realize good governance. In an effort to realize good governance through reforms carried out by the Tasikmalaya Regency government apparatus, the government must carry out or apply the principles of good governance and several good governance strategies. When local or central government apparatus implements the above, bureaucratic reform will run smoothly and produce apparatus that is truly potential and competent, so that it has an impact on the realization of good governance. orderly in carrying out or implementing several requirements for the realization of good

governance and the success of a bureaucratic reform in the governance structure.

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