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Indonesia's Public Administration Reform Policy

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Abstract: The current development is so rapid that it requires the ability of everyone to be able to survive. The ability to adapt to the changing times will determine the level of survival of a person, organization, and so on, including government organizations, does not escape from their ability to adapt to the changes. This adjustment capability occurs at the central government level and in the regions; thus, local government administration reforms must also be carried out to balance the changing times. Administrative system reform is one of the most important things in the public administration system, which has a role in carrying out the value transformation process directed at achieving government goals. Because public administration has a role in achieving the goals mentioned above, public administration has a very vital role. In this study, the author will describe public administration as the work of government having a very vital role or influence in a country. The current revitalization and development of the public sector are directed at realizing a public bureaucracy capable of managing government and development tasks efficiently, effectively, responsively, and responsibly.

Keywords: public administration, new era, globalization.

印度尼西亚的公共行政改革政策

摘要：当前的发展是如此迅速，以至于需要每个人都有能力生存。适应瞬息万变的时代的能力将决定一个人，组织等（包括政府组织）的生存水平，这不能逃脱其适应变化的能力。这种调整能力发生在中央政府和地区。因此，还必须进行地方政府行政改革，以平衡时代的变迁。行政体制改革是公共行政体制中最重要的事情之一，它在实施旨在实现政府目标的价值转变过程中发挥着作用。由于公共管理在实现上述目标中具有重要作用，因此公共管理具有非常重要的作用。在这项研究中，作者将公共行政描述为政府的工作，在国家中发挥着非常重要的作用或影响。当前公共部门的振兴和发展旨在实现一种公共官僚机构，该官僚机构能够有效，有效，响应性和负责任地管理政府和发展任务。

关键词：公共行政，新时代，全球化。

1. Introduction

Keban [1] argued that public administration as government work has a very vital role or influence in a country. State governance must be carried out with a clear vision and mission and apply the principles of good governance. The government's task in the nation-building process is so complex that it includes various

dimensions of life and involves the entire nation's community with a socio-cultural and economic background requiring a reliable government management system and process.

Public administration reform is directed at implementing all government management functions based on the need to increase the speed of effectiveness

and quality of services following the dynamics of community progress and development challenges. Strong public administration also has the meaning of having credibility in solving various governmental problems that are increasingly complex fundamentally and sustainably, especially to achieve improvement [11]. Prosperity in a just manner and increasing competitiveness strengthen oneself in facing the era of regional autonomy and regional government decentralization.

From the perspective of public administration, public bureaucratic reform must live up to its position, role and follow the development of increasingly advanced administrative disciplines. This condition is necessary for facing progress and changes in the strategic environment that are multidimensional. The target to be achieved is the realization of a professional, ethical, and effective government bureaucracy in carrying out its duties and responsibilities and meeting public demands for increasingly quality service needs. With the increasing need for services to the community, it is necessary to understand the importance of accountability for every policy and action taken by the government.

The community will demand that the bureaucracy be responsible for carrying out its duties to meet the needs and interests of the public. For this reason, in every implementation of government tasks and development of the public bureaucracy, it must be transparent and accountable in the implementation of government management functions such as the management of public policies and public services. Good governance is a concept that has recently been introduced in line with the desire to improve governance management and the management of national community development.

Contextually, the application of this concept is more closely used in public sector reform, which emphasizes the role of public managers to provide quality services to the community, encourages increased managerial autonomy, especially reducing control interference by the central government, transparency, public accountability, and trying to create better, more efficient, and effective public management. One of the perspectives related to government structures that arise from good governance is the emergence of the relationship between the government and the community in the context of realizing democratic governance. The democratic government runs governance openly to criticism and control from the public. Likewise, society is open and accustomed to accepting differences of opinion.

Openness means that there is a desire and action from the government to control and be accountable. In other words, the government can act democratically if

the role of control is carried out by the community maximally, proportionally, and responsibly. Transparency is necessary for the government and society, and society transparency is a means of access to exercise control over the government. One of the concerns that are considered fundamental to modern governance today is the effort to encourage the emergence of using the power and authority possessed by government administration for the benefit of people's lives. This habit must always be reminded to the government of this form of accountability. Maintaining the habit of government behavior to be accountable to its people is an important basis for creating good and democratic governance.

In the development of the dynamics of the political life of government today, it is realized that both internally and externally in the world of government bureaucracy, there is a central issue that is of public concern, namely the need for public bureaucratic reform in government management. The urgency of reform is related to the demand for government management, especially the government bureaucracy, in carrying out its functions, namely services to the community (services), making policies or provisions for the benefit of the community (regulation), and seeking empowerment. Through reform, the public will be able to find out to what extent the performance of the government bureaucracy, in addition to the community being put in its real position, namely as the owner of the government.

The dynamics of society as a social force is intangible in the system of public control and accountability, both in delivering services and implementing the development of public awareness of the importance of openness and accountability of the government bureaucracy. The current condition and development of society are increasingly dynamic. Therefore, they are aware of their rights and obligations as citizens living in society and a state. In addition, people are increasingly courageous to confess their demands, desires, and aspirations to the government. In this connection, the bureaucracy must carry out revitalization in carrying out the duties and powers given to it to realize public expectations. Therefore, the spirit of democratization also brings new horizons for the government bureaucracy to be more responsive to accelerate the progress of society in a better direction through the development of the capacity of its public bureaucracy.

2. Dynamics of Administrative and Government Reform

For providing maximum service and management of development to the community, the bureaucracy must

continually renew itself to provide a balance to the spontaneity of change that runs continuously. However, the bureaucracy must always be sensitive in feeling the spontaneity of social change that continues to occur so quickly. The inability of the bureaucracy to adapt to changes that occur will certainly be a problem in itself for bureaucratic efforts to reform the administrative system. For this reason, the reform process requires the ability of the bureaucrats themselves. The absence of technical skills in the administrative reform process will certainly be a separate problem in the reform process. This is as stated by Dwiyanto [2] that the low ability of the bureaucracy to respond to the crisis will exacerbate the crisis of trust in the public bureaucracy.

Indeed, in the context of administrative reform, it appears due to changes in the administrative system. This administrative change is to increase the efficiency and effectiveness of the bureaucratic organization in providing its services to the community. These administrative reforms are no longer something new in the current administrative system because these administrative reforms have been introduced to many countries, including developing countries as a result of changes in the political system in Brazil, Ghana, and Tanzania, planned actions in the field of administration resulted in significant changes in the government apparatus. In addition, administrative reforms in many developing countries have shown a very active role for international organizations and foreign governments to improve government administration through technical assistance programs.

The experience of implementing administrative reform in developing countries gave birth to many premises. In this connection, Zauhar [3] saw that administrative reform is a pattern that indicates an increase in the effectiveness of the use of available resources to achieve predetermined goals. Thus, in administrative reform, the attention is paid more to efforts and not merely results. Internally, the reform aims to improve performance. The external aim related to society is adjusting the administrative system to the increasing needs of the community. Riggs [4] saw reforms from two sides: changes in structure and performance.

Structurally, there is the use of structural differentiation as a measure. This view is based on the tendency for roles to become increasingly specialized and the division of labor that is becoming sharper and more intense in modern society. As for performance, it is emphasized as a measure not only of other performance or the organization as a whole. Administrative reform includes three aspects: a change must be an improvement from the previous situation, improvements are obtained by deliberate efforts and not

accidentally, repairs are long-term and not temporary. In a different perspective, Dwiyanto [2] conducted a more recent analysis on the state of administration and revealed that efforts to improve the performance of the government bureaucracy must include a good service delivery system, which can be seen from the number of human resources owned by the bureaucracy which are effectively utilized to serve the interests of service users.

Administrative reform is a conscious and planned effort to improve the institution and behavior of its people. Zauhar [3] viewed that the aim of carrying out administrative reform is to improve order, perfect methods, and improve performance. In the perfection of order, both in modern society, the order is an inherent virtue in government. Most of the administrative reforms carried out in developing countries were initiated by bureaucrats whose inspiration for reform was based on colonial administration. Dwiyanto [2] stated that the government's bureaucratic system developed by the colonial government was aimed at supporting the growing paternalistic pattern that had inspired the bureaucratic system in the kingdom era.

If what you want to aim at is the improvement of the order, then the reforms must be oriented towards structuring procedures and controls. Improving methods, administrators are technical workers who know a lot about working methods. As a result, they must be method fanatics. Therefore, if the community increasingly supports the technical administrator, the administrator must be more passionate about the method. On the other hand, when society is more status-oriented, there will be less demand for method fanatics. One of the benefits obtained from such an incident is stimulating the gradual acceptance of these new methods and techniques, which are then followed by efforts to disseminate existing methods throughout the administrative system.

If the main objectives of administrative reform are well defined and effectively translated into various action programs that improve program implementation, it can increase the realization of achieving the objectives. Performance improvement is more objective in the substance of the work program than in improving order or technical, administrative methods. The point of concern is a shift from form to substance, a shift from efficiency to work effectiveness, a shift from bureaucratic prowess to social welfare. This administrative model is difficult to find in most developing countries. In this context, a mutually supportive and cooperative relationship is needed; thus, administrative reform can be implemented properly. In this regard, Killian [5] argued that administrative reform requires a mutually supportive and

complementary relationship between cultural values and accepted beliefs that inform organizational behavior, strategies, and actions used to produce an administrative change in organizations.

A renewed emphasis on program performance will only exist if governments of developing countries desire genuine socio-economic development. As soon as this desire arises, it gives birth to a new approach with a distinctive character in administrative reform. The correct reforms that should be carried out in developing countries are those of a diagrammatic nature. One important element for improving administration concerning the community is developing accountability because accountability issues are essential for administrative reform efforts. National bureaucratic reform is a gradual and systematic rearrangement with the correct and perfect of the main functions of the government for the smooth use of state apparatus whose quality is increasing and resilient, including efficient institutions or institutions with clear (transparent) management, filled with professional human resources, have high accountability to the community and produce excellent public servants [6].

Bureaucracy is a tool or machine of government, state administration, or public administration, a central condition in bringing government policies or regulations. These policies or regulations are then expected to bring changes to better governance, as expressed by Asmawi [7] that the mission of bureaucratic reform is to create good governance. In connection with this policy or regulation, this bureaucratic machine is needed in the government system. Bureaucracy is an implementing machine for rules and policies created in the government process and administrative reform. Therefore, a government is needed because it is a logical consequence of the differences in ethnicity, religion, and social institutions of various groups of people in a country. The bureaucracy here is to mediate the differences that exist because the bureaucracy is neutral in the service process. As a neutral component that carries political decisions or policies, the bureaucracy is required to have more professionalism than the ability to do politics [8].

In contrast to what Utomo [8] stated, Tome [9] argued that the bureaucracy is an organization that has levels. Each level is occupied by an official appointed, accompanied by rules of authority and responsibility, and every policy made must be known by the mandate [9]. Because the bureaucracy is an appointed official, they do not have full authority in executing every policy to carry out its public services. Therefore, in carrying out the function of public administration

reform, the support of the mandate has a great opportunity in realizing administrative reform.

Service functions and general arrangements in government, development, and society need to be distributed centrally and locally to be aspirational, both towards national interests and towards regional heterogeneity. Fundamentally, the provision of regional government decentralization is intended to optimize government functions efficiently and effectively, which includes providing services, increasing community capacity, and improving community welfare. The presence of government and the existence of government is urgent for the process of community life. For this reason, the presence of the government is basically to regulate and protect its citizens so that they are always in a safe and orderly state.

Decentralization means that through decentralization, government functions, which were originally part of the authority and responsibility of the central government, were partially handed over to local governments to become their household affairs; therefore, they were transferred and became the authority and responsibility of local governments. The existence of local governments will increase the access of every citizen to deal directly with their leaders, and vice versa, regional leaders will have ample opportunity to find out about potential resources, problems, and needs of their regions. In its development, regional governments are seen as a certain geographic-based government organization existing in a particular country. As a component of a sovereign state, local government functions to provide public services in a certain area. In addition, the authority to carry out service functions is distributed locally, in line with increased professionalism, better service, leadership, and more efficient administration.

Thus, the local government has a very important role and function in uniting the community in a particular area that functions to support each other and concerning the community's aspirations. Local government is a means for local community members to achieve a prosperous life. Good governance will continue to strengthen its legitimacy by inspiring the people to pursue progress, provide fair services, resolve major conflicts of interest and provide direction on the best way to accelerate the realization of people's hopes for socio-economic welfare. It is necessary to prioritize three dimensions for building good governance, namely the political, legal, and administrative dimensions. Each dimension must be approached with a systems perspective that requires the involvement of policy components and their implementation [10].

The political dimension in government refers to the basic foundation for the presence of government itself

which in political science is known as legitimacy. In this context, the assumption applies that legitimacy is determined by the level of acceptance. The legal dimension of government is concerned with guaranteeing legal certainty to all parties. This is important because the state or government is a legal system. The administrative dimension of government also needs to be continuously developed. Because it requires good administration, an efficient organization, competent apparatus, and administrative culture that serves and empowers the community.

A common obstacle that hinders the administrative reform process is the political issue. Actors in the bureaucracy are appointed. Of course, they are controlled by the party who appointed them. So, in this context, there is a kind of bond within the bureaucrats themselves. Utomo [8] revealed that theoretically, conceptually, it is often said that it is not easy to change or reform bureaucracy or bureaucrats. This is because bureaucrats are bound by political authority, are organized hierarchically, bureaucratically, and have a monopoly. [8].

3. Conclusion

Today's public bureaucracy is facing a development trend of governance due to globalization and regional autonomy. In government management, change and reform are needed. Thus, the government can always accommodate the needs of change in society and allow public administration to restructure people's lives. This is unavoidable considering the spontaneity of the rapid changes in social life, which also greatly affect the government structure.

One of the trends in need for public bureaucracy to reform is that the local government bureaucracy must be more open to public interests. In other words, the local government bureaucracy can become more flexible to adapt to changing circumstances more easily. With the existence of public sector reform, it is hoped that it can encourage the realization of good governance, improve performance and improve unhealthy administrative practices (maladministration) in the government system. In implementing ISPO in the sustainable development of oil palm plantations in Indonesia with the context of administrative and governance reforms, it emphasizes the context of the role of local government. In general, the basic values that underlie are service improvement and continuous progress. Sustainability is not a simple concept but a complex one because, in its operations, many things need to be considered and are interrelated. Therefore, it is important to improve the understanding of sustainable development, especially for policymakers at

both the macro and micro scales, to achieve development goals.

For understanding the concept of sustainable development, the application requires administrative and government reforms that can be used as a reference in the direction of sustainable development to help identify and formulate various references in achieving development goals in the regions.

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