

Strategy for Implementing the Bureaucratic Reform of The Regional Government of Bengkulu City (Case Study of The Bengkulu City Integrated Licensing Service Agency)

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ABSTRACT

This research will discuss how the Bengkulu City Government's efforts in implementing the bureaucratic reform strategy as a form of realization of Presidential Instruction No.1 of 1995 concerning Improvement and Improvement of Service Quality of Government Apparatus to the Community which refers to the 2014-2025 National RUPM Vision and the RPJPD Vision. Bengkulu Province 2005-2025 and Regional Head Vision 2016-2021. This study uses descriptive qualitative methods with data collection techniques through in-depth interviews and documents. The main focus of this research is the extent to which the Bengkulu City Government bureaucratic reform process is being carried out at BPPT Bengkulu City, and what are the strategies used in implementing the bureaucratic reform. Based on this research, the results obtained show that the bureaucratic reform efforts that are running in the Bengkulu City Integrated Licensing Service Agency still have several obstacles. The strategy used by BPPT Bengkulu City is Incremental Strategy, which is a strategy that is implemented in stages which can be seen from the Vision and Mission, Objectives and Objectives of the DPMPT'S Policy Strategy. In its implementation, there are still various obstacles. The bureaucratic reform process is certainly still far from what is expected by the community. BPPT Bengkulu City is expected to be able to solve the problems that have caused the creation of an effective and efficient government.

Keywords: Strategy, Reform, Bureaucracy

INTRODUCTION

Bureaucratic reform is currently very much needed to improve the quality of the state civil apparatus. From the public's point of view, the bureaucracy has been seen as something difficult, convoluted, and unprofessional. From the perspective of the government itself, it is beginning to feel uncomfortable with the status of the state civil apparatus which has the title of arbitrary, corrupt, and not serving. The government wants an increase in the image of the bureaucracy in the eyes of the community so that the government itself also wants to immediately improve the image of the state civil apparatus through the bureaucratic reform program.

Bureaucratic reform is a policy designed to change or make improvements in the current Indonesian government bureaucracy. Changes or improvements that are wanted to be made in bureaucratic reform include structures and processes in the delivery of public services, as well as changes in employee mindsets and culture. Bureaucratic reform also aims to improve

administrative procedures in the government bureaucracy, improve the use of state finances, and accountability for the performance of government agencies.

The legal basis for implementing this bureaucratic reform policy is contained in Presidential Regulation No.81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. The description is outlined in Permenpan & RB No. 20 of 2010 and Permenpan & RB No.11 of 2015 concerning the road map for Bureaucratic Reform. It is hoped that the bureaucratic system can perform its role optimally. Along with the ongoing regional autonomy era with the presence of Law no. 22/1999 which was later changed to Law no. 23/2014 concerning Regional Government, the local government bureaucratic apparatus is competing to carry out imaging, especially remembering and improving the public service system. The enactment of Law no. 23/2014 concerning Regional Government is expected to have a real and broad impact on improving public services whose benefits can be felt directly by the Indonesian people. The granting of full authority from the central government to local governments enables the delivery of services with a more concise bureaucratic pathway and opens up opportunities for local governments to innovate in providing and improving the service quality. However, in reality, there is a bureaucracy within 1 government often viewed dichotomically, apart from being needed to carry out day-to-day government affairs, bureaucracy is also often seen as a system that causes the running of government and public services to become choked up and wordy. Symptoms of bureaucratic disease like this can also be seen in the government bureaucracy system in Indonesia. Various criticisms about inefficiency in the Indonesian bureaucratic system, the quantity that is too large and rigid have often been stated openly (Thoah, 1987; Dwiyanto, 2002).

One of the main factors and actors that play a role in the realization of clean government and good governance is the bureaucracy, in a position and role that is so important in managing public policies and services, bureaucracy greatly determines the efficiency and quality of services to the community, as well as the efficiency and effectiveness of governance and development. Various efforts have been made by the provincial and district/city governments, both in the form of appeals, policies, and even a set of legal regulations that have been prepared by the (regional) government, especially since there are strong demands from the community as service recipients for bureaucratic reform in the (regional) government.

The government through the Ministry of Home Affairs is following up on the direction of national planning so that it is under Presidential Regulation No. 16/2012 concerning the General Plan for Investment. policies as outlined in the Regulation of the Minister of Home Affairs Number 24 of 2006 concerning Guidelines for the Implementation of Integrated Licensing Services. An integrated licensing service is a public service that includes all types of licensing and non-licensing which is the authority of the Bengkulu City government based on the prevailing laws and regulations.

The government bureaucracy is a very vital element in determining the direction to achieve the success of a state administration. With advances in technology, especially information and communication technology, which is so fast and global competition that is getting tougher, people are very sensitive to the performance of the government bureaucracy and are very concerned about improving the quality of life. Good or bad performance of the government bureaucracy will greatly determine the level of public trust in their government.

Based on the background above, the following problems are formulated:

1. What is the bureaucratic reform strategy implemented by the Bengkulu City Integrated Licensing Service Agency?
2. What is the process of licensing services at the Bengkulu City Integrated Licensing Service Agency?

METHODS

The research design used is descriptive qualitative research, where this research is carried out based on a natural setting so that people often call it a naturalistic method. Qualitative research is a scientific process to understand human problems in a social context by creating a comprehensive and complex picture that is presented, reporting detailed views of information sources and carried out in a natural setting without any intervention from researchers. Informants as research subjects in their daily environment. For this reason, qualitative researchers interact as closely as possible with informants, get to know the world of their lives closely, observe and follow the flow of informants' lives as they are.

The objectives of qualitative researchers generally include information about the main phenomena explored in the study, study participants, and research locations. The qualitative method is a method in research that allows researchers to be able to study individuals, explore processes, activities, and events, or study the behaviors of certain individuals or groups.

This research is a case study strategy design. A case study is a research strategy in which the researcher carefully investigates a program, event, activity, process, or group of individuals. Cases are limited by time and activity, and the researcher can collect complete information using various data collection procedures over a predetermined time.

RESULTS AND DISCUSSION

INPRES Analysis No. 1 of 1995 concerning Improvement and Quality of Government Apparatus Service to the BPPT Community of Bengkulu City

One indicator of the success of bureaucratic reform is the increase in public trust in the running of the bureaucracy, from the interview we can see that in several government sectors, the public is starting to believe, meaning that there is an increase in a better direction than before.

Communication between institutions is more often carried out at meetings, or at times that are not formal, not on an official basis. In this way, the researcher sees that the pattern of communication relationships can remain organized even in a simple way. The approach taken is still personal because this method is considered to be more effective, thus the delivery of information about what developments have occurred and how the obstacles faced can be discussed more personally.

Bengkulu City Government's instrument in implementing bureaucratic reform is the Mayor's Regulation and also the roadmap for bureaucratic reform. The Bengkulu City Government through the regulations and the roadmap for bureaucratic reform continues to strive to perfect this bureaucratic reform instrument, we can also see this from the results of the author's interviews with the speakers.

In terms of perfecting the working instrument for bureaucratic reform, the Government of Bengkulu City is still making improvements and also development, meaning that there is a need for adjustments between the bureaucratic reform roadmap issued by the Ministry of Agriculture-

RB and conditions in the Bengkulu City Government. This may occur because of the existence of Law no. 32 of 2004 which was subsequently changed to Law No. 23 of 2014. The part that has implemented the most changes in the Bengkulu City Government is the Integrated Licensing Service Agency, which is to:

1. Increased quality of public services as measured by the Bengkulu Provincial Government's Community Satisfaction Index (IKM) indicator for Integrated Licensing Services, the number of types of licensing / non-licensing being served, and the number of types of permits / non-permits served online.
2. Increased investment as measured by performance indicators Number of policies that support improvements in the ease of starting a business, Number of facilitation and/or problem-solving in the context of implementing investment, Value of Investment Plans approved per year, Percentage of Investment Rate and Realized Value of Investment, Number of investment cooperation agreements/agreements, frequency of publication/branding image of investment in national and international scale public media, project profiles that are ready to be offered and studies that support sustainable and environmentally sound investment.

With the application of information technology, all kinds of bureaucratic processes in the Integrated Licensing Service Agency can be completed much more quickly. The coordination that was carried out was much more effective than before when all activities were still carried out conventionally, meaning that with the use of this information technology the people of Bengkulu City could get the best service so that the level of community satisfaction index could increase.

The strategy used by the Bengkulu City Government is Incremental Strategy, which can be seen from the Vision and Mission, Goals and Objectives of the DPMP/TSP Policy Strategy, namely: The vision formulation as outlined in this Strategic Plan is aligned with the Vision of the National RUPM and Bengkulu RUPMP so that it becomes an integrated long-term document. The vision of the National RUPM until 2025 is "Sustainable investment in the framework of the Realization of an Independent, Advanced, and Prosperous Indonesia". Based on this vision, national investment is carried out sustainably in realizing an independent, developed, and prosperous country.

The vision of the RUPMP must also support the VISION of the Bengkulu Province long-term development plan (RPJPD) for 2005-2025, namely "Bengkulu Province which is Prosperous, Fair and Democracy Rests on Superior, Pious Human Resources and a Strong Economy". And the vision of the Regional Head of Bengkulu Province 2016-2021, namely "Creating an Advanced, Prosperous, Dignified, and Highly Competitive Bengkulu". This vision wants Bengkulu people to be advanced, prosperous, dignified, fair, and democratic which will be achieved through the use of excellence in the field of competitive human resources. In other words, the driving factor for the future development of Bengkulu Province will rely more on superior and competitive community human resources and professional apparatus compared to natural resources.

From the Vision and Mission, Objectives and Objectives of the DPMP/TSP Policy Strategy, it can be seen from the bureaucratic reform efforts that are gradual, changes made temporarily starting from efforts to realize regulations made by the Bengkulu City Government. The policies made by the Bengkulu City Government are expected to change the habits of Bengkulu City bureaucrats starting from work performance, attendance, and also there are achievement targets that every bureaucrat is required to complete all of his main work. The existence of this regulation indicates that the efforts of the Bengkulu City Government in

reforming the bureaucracy starting from the internal stages of the Bengkulu City Government have been carried out, thus it is hoped that public interest in the bureaucracy will increase.

Bengkulu City Government Bureaucratic Reform

The impact of decentralization is a change in the role of the government in managing government affairs in general. This change has resulted in a consequence of the need for a restructuring of the organization, functions, and capabilities of the government apparatus under the needs arising in society. Two terms appear in connection with these developments and changes, namely privatization and deregulation. The two terms are related to the ineffectiveness of the centralistic way of regulating government. Changing the role of the government and the involvement of the private sector in public services does not in itself reduce the burden on the government's task. This change can be said to have occurred as a transition from the task of organizing to the task of guidance, which in turn had consequences for the organization and functions of the government.

The participation of the private sector is an indication of the emergence of community participation in the government process, which allows the transfer of government duties to the tasks of the private parties which are permanent without any transfer of property rights.

Some of the reasons for this transition include:

1. The nature of the service may be too simple for the government to handle.
2. The servant is not so specific that the government should handle it. Health services, for example, apart from providing services from the government, are also given the right to the private sector to provide them.
3. The results of the service are easy to monitor. Thus services can be provided to the private sector, while the government can easily monitor its progress.
4. The government needs financial support from the private sector. The private sector is involved in financing part or all of the cost of procurement, then given the right to manage for a certain period. Here property rights remain in the hands of the government.

The Bureaucratic Reform implemented in the Bengkulu City Government refers to the KEMENPAN-RB Roadmap and Presidential Decree No. 81/2010. With the enactment of these regulations, it is hoped that in the future there will be changes in the bureaucratic system.

The expected changes do not only change to the organizational structure but also involve various processes of government administration in the city of Bengkulu; the absence of SKPDs whose functions overlap; changes to the supervisory and accountability system that can encourage clean governance and free from corruption, collusion, and nepotism. Thus, this change can change the paradigm of Bengkulu City bureaucrats, especially in running the government process.

Bureaucratic reform is fundamentally changing the bureaucratic paradigm of human resources in the Bengkulu City Government which is carried out consciously to place oneself in the context of adapting to the dynamic environment. The paradigm shift was carried out with the aim that the government apparatus was no longer a "served" body, but a "serving" agency. From this, the Bengkulu City Government made efforts to reform the bureaucracy to improve the quality of public services.

These efforts include the organizational structure, behavior, and habits of employees, as well as training and development efforts for bureaucrats in the Bengkulu City Government to

"Realize Good and Clean Governance through Governance Reform and Realize a pattern of equitable and sustainable natural resource and environmental management."

CONCLUSION

The strategy used by BPPT Bengkulu City is incremental under the Vision and Mission, Objectives and Objectives of the DPMPSTSP Policy Strategy, which means that the BPPT Bengkulu City bureaucratic reform is carried out gradually. There are still obstacles in the stages of implementation, apart from these obstacles there are also some important points that have been carried out well. In realizing the Bureaucratic Reform within the BPPT Bengkulu City, various activities have been carried out to support the creation of bureaucratic reform itself. Although in the process of bureaucratic reform itself, there are still obstacles that must be faced. In realizing the service and licensing process, there are still services that do not meet public service standards, namely the problem of service speed and service schedule certainty. Especially in the field of development and the sector of licensing and the environment because these fields have to cooperate directly with external agencies that are both directly related.

So that in its implementation it is necessary to have a linkage of authority between BPPT Bengkulu City and the related agencies themselves. Nevertheless, the bureaucratic reform process can be said to have been running well. From the above problems, the bureaucratic reform process has been proven by several efforts that have been carried out by BPPT Bengkulu City, namely striving to provide excellent licensing services with professional apparatus carried out by providing convenience, certainty, and transparency in the process of licensing and non-licensing services through strengthening PTSP institutions through delegation. or delegation of licensing and non-licensing authority or placing Liaison Officer / LO from each agency in DPMPSTSP, Simplifying, standardizing procedures and administering parallel licensing processes to shorten the time, Increasing the capacity of PTSP officials and changing the apparatus' mindset to be a problem solver and be more responsive and utilize and develop information technology through SPIPISE and encourage investment/business actors to submit licensing applications online and utilize the tracking system facility.

The strategy of the Bengkulu City Licensing Service Agency in realizing bureaucratic reform is an incremental strategy or a gradual strategy as a sequential chain, this can be proven by the gradual process of implementing bureaucratic reform under the Vision and Mission, Objectives and Objectives of the DPMPSTSP Policy Strategy, under From interviews with informants, these stages include changes starting with regulations, then to the procurement of goods, the researchers see that this is more effective considering that human resource development, especially in Bengkulu City, is also carried out in stages, starting from adaptation to a change, be it in the form of systems, regulations facilities, and infrastructure, as well as the level of education of both bureaucrats and the public.

As for several factors that become obstacles in implementing bureaucratic reform at BPPT Bengkulu City in providing excellent service to the community as licensing applicants, some of these include:

1. The availability of a technical team that is not yet at the BPPT of Bengkulu City but is still in the relevant agencies is considered to still complicate the process of completing licensing services.

2. The authority of BPPT Bengkulu City which is not yet complete with the need for cooperation and recommendations from related agencies is the main reason why there are still delays in processing permits.
3. Computer facilities that have not met the appropriate level in supporting the work of the BPPT officials in Bengkulu City.
4. The dualism of personnel development, which includes BPPT employees themselves and employees from the related technical office Technical Team.
5. Applicant files that do not meet the requirements are still the main reason why BPPT often refuses / cannot issue certain permits.

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