



Bureaucratic And Gender Reform In Development In Indonesia

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ABSTRACT

This research wants to get a picture of bureaucratic reform in Semarang city government. This research method uses descriptive qualitative method with the aim of obtaining a complete picture of bureaucratic reform in realizing good governance in Semarang city government. Data analysis. The 1945 amendment has actually replaced the basic law of the Republic of Indonesia. Results and Discussion. The concept of bureaucrats that have been running for a long time in Indonesia, is a bureaucratic concept that functions as patriarchal and traditional, so the concept has changed into a transparent and transparent bureaucracy concept which is guided by the concept of good governance. Conclusion. One that supports bureaucratic reform is as a form of transformation of reforms in all fields, where one of them is the eradication of corruption, collusion and nepotism (KKN) in all fields.

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ARTICLE INFO

Article History:

Submitted/Received 18 Nov 2020

First Revised 13 Jun 2022

Accepted 19 Jun 2022

First Available online 29 Jun 2022

Publication Date 30 Jun 2022

Keywords:

*Bureaucratic,
Development,
Gender reform.*

1. INTRODUCTION

Bureaucratic reform in our country must actually be seen in a broad theoretical and empirical framework, including strengthening civil society, the rule of law, economic development strategies and political development that are interrelated and influence each other. Thus, bureaucratic reform is also an integral part of our current efforts to consolidate democracy (Seifert and Petersen, 2002).

However, we must admit that the transition from an authoritarian system to a democratic system (consolidated democracy) is currently a very difficult period for the bureaucratic reform process (Linz, 1990). (KKN) in the government bureaucracy which is estimated to be more systematic and evenly distributed to regional areas.

The main demand for the political reforms in 1999 was the creation of good governance in various public sectors. In order to achieve good governance, it is necessary to change the role of the government in state administration, from its role as rowing to steering, meaning that the government is more directing and a little more pedaling (De Vries and Nemec, 2013) this means that the government should ideally be more carry out the function of making policies and as facilitators in development, and opening up a wider space for other stakeholders, such as the private sector (private sector/business world) and civil society (civil society) in development.

The concept of governance is used because government institutions (government) are no longer adequate if they are treated as the only institutions to carry out the governing function. Government is a 20th century phenomenon when the state holds the hegemony of power over the people (Darwin. Tt). However, when this public problem is complex and the government feels overwhelmed in carrying out its duties, it is necessary to involve many other stakeholders in the administration of this government, and this is understood as governance. According to (Haning, 2018; Taufik et al., 2021) governance is defined as an administrative system that involves many actors (multi stakeholders) both from the government and from outside the government.

The short fiction film that will be made entitled Adipati Blek is one of the films inspired by the lives of teenagers in Jelekong Village (Byard-Jones, 2001). Jelekong village itself is known as a village that is thick with culture, the village is also dubbed the Village of Art, Puppets and Paintings are the characteristics of the village. Various kinds of paintings and puppet figures can be explored throughout the village. Adipati Blek in the form of motivation and character building with positive determination capital can change a person to be positive as well.

(Arisaputra, 2013) understands governance as "the exerciser political, economic, and administrative authority to manage the nation's affairs of levels", this implies that governance has three aspects, namely economic, politics, and administration. Economic governance includes decision-making processes that can facilitate economic activities and interactions among economic actors/actors. Political governance is the process of making decisions for policy formulation. As administrative governance, it is a system of implementing the policy process. Furthermore, UNDP provides a definition of good governance as UNDP provides a definition of good governance as a synergistic and constructive relationship between the state (state), private sector (private sector), and society (society) (Sari, et al., 2018).

For this reason, there are three institutions involved in the creation of good governance, namely: state(state/government), private sector(private sector), and society (society),the state as an element of governance init, including elements of politics and institutions. public sector. The private sector includes private companies and other sectors engaged in the market. Meanwhile, civil society consists of individuals or groups, including non-governmental organizations and professional organizations.

Therefore, to realize a good governance system, the three elements must be equally strong, so that the check and balance mechanism works. 32 years of experience under the leadership of the New Order regime, when the state was very strong while the private sector and civil society were in a weak position, the check and balance mechanism could not function, resulting in an authoritarian and explosive regime.

It must be admitted that our government from the very beginning was far from the ideal type of bureaucracy like Max Weber. It is also often given a negative connotation such as convoluted work mechanisms and procedures and abuse of status. As Weber's definition of bureaucracy is closer to patrimonial bureaucracy, not modern. Except, briefly during the Daendels government during the Dutch colonial period. In the bureaucratic hierarchy, the style of office and behavior is more based on the patron- client relationship (father subordinate).

In fact, the first thing that must be done and found is the starting point for reforming the substantive government bureaucracy. (Abdulai and Crawford, 2010) reveal that too many discussions about the wave of democratization have almost focused on general elections (elections) or relying on the democratic potential of market mechanisms. In fact, the consolidation of democracy requires far more than.

2. LITERATURE STUDY

2.1. The Concept Of The Indonesian Bureaucracy And The Culture Of The Bureaucracy UUD 1945

The results of the amendments have actually replaced the basic laws of the Republic of Indonesia. There have been changes in the state government system, including: the existence of new high state institutions, the separation of state power into three branches of state government, a presidential system and a fundamental change in relations between the center and the regions. These changes have had a major impact on the structure and work procedures of the public administration or state apparatus.

However, it is still a big question, whether the fundamental changes in the state government system have made elements of the state administration or state apparatus able to practice good governance and improve the performance of other main elements of the state apparatus, such as the state ministry for the utilization of the state apparatus, state administration institutions, and civil servants. managed by the state civil service agency and the regional civil service department?

Reports from UNDP, the Asian Development Bank (ADB), the World Bank as well as research reports from domestic researchers, conclude that the governance reforms pursued by Indonesia are not working as expected. Except for freedom of speech, post- reform Indonesia's governance reform performance is lower than its previous performance in all governance reform performance indicators (government effectiveness, quality of regulations, law enforcement, corruption eradication, and political stability) (Lukito, 2016).

In 2004 the Asian Development Bank and the Partnership for Governance Reform in Indonesia (Partnership for Governance Reform in Indonesia) published a report on Indonesian state governance. In the report, it is stated that the three objectives of governance reform pursued by the Indonesian government, namely structuring the structure of state government, decentralization of government and reform of state finances, have run quite smoothly but are considered not to have succeeded as expected.

The scale of the reforms carried out by the Indonesian government is also considered to be very broad in scope. Even in the view too broad and too fast than ever run by many

countries in the world. Not only that, Indonesia is also seen as having made a radical change in the relationship between the center and the regions through a government decentralization program that has never been taken by any country in the world.

In public bureaucracies and business bureaucracies, we often find differences in behavior caused by conditions, environments, including different organizational cultures (Barnet and Finnemore, 1999). Therefore, the two organizations also have striking differences. In the average business bureaucracy has a good performance. High productivity and efficiency. Business bureaucracies have high adaptability and flexibility as well. Meanwhile, public bureaucracy is often associated with poor performance. Efficiency and low productivity. And less able to adapt to the rapid changes that occur in the environment that must be served. In other words, the flexibility of the public bureaucracy to adapt itself to the changes it wants to create is lower than that of private organizations.

Many theories have been formulated by organizational experts to explain the differences in the performance of the two types of bureaucracy. Adherents of the micro-organizational approach, such as the winner of the Nobel Prize in Management, Herbert Simon, organizational sociologist, Amitai Etzioni, and experts from organizational psychology such as Edward Lawler, have tried to explain the difference in performance from the influence of micro or internal organizational factors such as the salary system, conditions of employment, work, morale, leadership patterns and other micro factors (Han and Yin, 2016).

Another thing is that adherents of the macro-organizational school try to explain the difference in performance through its relation to the different macro-social, economic, and political factors in the two bureaucracies. One of these is that proposed by the British public bureaucracy, A.A Brett, which highlights different control mechanisms. Business bureaucracies are forced to work productively and have high flexibility because of an effective control mechanism, namely the market.

Gadjah Mada University political science expert, Dr. Afan Gaffar, considers that what weakens the ability of legislative institutions in Indonesia is the hegemonistic political system caused by the dominance of the bureaucracy in political power. During the New Order era, the results of the general election were dominated by Golkar. Majat is clear and clear that Golkar's political power is dominated by the public bureaucracy. Therefore, the dividing line between the public bureaucracy that needs to be overseen and the legislature that will oversee it is very thin and unclear, both in terms of political aspirations and in perceptions of the functioning of the council.

Representative. As a result, the supervisory function carried out by the agency does not run smoothly. Inside an organic :

- a. Values that support the achievement of the vision that has been carried out;
- b. Motivation capable of mobilizing support for change;
- c. The right ideas and strategies to create an environment that is able to foster togetherness in the formulation of ideas and strategies to achieve change;
- d. Clear goals and always communicated to members of the organization;
- e. Performance ethic that is grown with the right remuneration and reward system.

2.2 Bureaucracy And Gender Leadership In Indonesia

A good bureaucratic leader is a leader who always adapts his behavior to the conditions of work and the circumstances of his employees. (Hallinger, 2011; Nawaz and Khan, 2016) says that a good leader is one who will adjust his behavior to circumstances and guidance. Cribbin provides examples of situations that must be adapted to effective behavior in dealing with these situations. It can therefore be argued that the leader's behavior cannot be mechanically

matched to every situation. Perhaps the leader must combine several behaviors to cope with certain circumstances.

(Bush and Glover, 2014; Currie and Lockett, 2007) has provided a reference to the concept of organizational leadership in the field of government called bureaucratic leadership (bureaucracy leadership) states two leadership models in discussing bureaucracy, namely: 1 traditional leadership and charismatic leadership, The division of this leadership model is based on the legitimacy of the implementation of power in the bureaucracy. Furthermore, (Lugg and Tooms, 2010) explains that traditional authority leadership comes from belief systems in ancient times, for example, leaders who are in power because of their family line or ethnicity have always been the leader of the group.

Therefore, in the field of government, leadership is called bureaucratic leadership (bureaucracy leadership). Meanwhile, bureaucratic leadership according to (Pradiatiningtyas and Siswomihardjo, n.d.) is an administrator as a bureaucratic leader who must make decisions (decision making). (Purwanto et al., 2020) states that the leader of the bureaucracy is a leader who is appointed in a position by an authorized official. As stated by (Akbar et al., 2021), that bureaucratic leadership is leadership that is submissive and obedient to the regulations that have been determined by the government. Meanwhile, bureaucratic leadership according to (Bass, 1997), reflects the position of a person or group of people who are in a certain hierarchy in a government bureaucracy. Furthermore, (Bass, 1997) that bureaucratic leadership is an ability to influence and can provide motivation to subordinates, which has an impact on increased performance by the subordinates.

Transactional bureaucratic leadership, bureaucratic leadership based on belief in the legality of patterns of normative rules and rights given to rulers based on these rules to carry out orders. Weber's model of transactional bureaucratic leadership generally has the following characteristics:

1. Based on transactions,
2. clarity of rules,
3. orientation on strict supervision;
4. anti-change
5. orientation to position and power;
6. focus on work;
7. absolute superior authority;
8. stifling employee creativity;
9. work individuality;
10. harmonized organization.

Transformational bureaucratic leadership according to (Bass, 1997) states that transformational leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards. (Tobirin, 2015; Yahaya and Ebrahim, 2016) said that the concept of transformational leadership was first proposed from descriptive research on political leadership. Burns describes transformational leadership as a process in which leaders and followers mutually promote higher levels of motivation and morality. Organizationally, (Leithwood and Jantzi, 1990) wrote that the application of the transformational leadership model is very useful for one of them to build a culture of cooperation and develop oneself effectively.

One of the roles of leaders in improving public services is through motivating subordinates. The high and low work motivation of an employee can be influenced by several factors including the work environment. Therefore, a leader must be able to create a harmonious atmosphere that can encourage or lead to high work motivation. The environment that can

cause an employee's work motivation is the relationship between superiors and subordinates which is commonly called a vertical relationship and a relationship between subordinates or often called a horizontal relationship.

High effectiveness and efficiency can be achieved if the leader plays an effective role in coordinating all subordinates in their environment. Productivity is a person's ability to complete a job in a relatively short period of time and reach a very high level. Therefore, a leader can also provide good service to subordinates and the environment, through policies and also through services so that the goals in the organization can be achieved and carried out properly in accordance with the goals that have been determined from the start. There are several differences between government leadership and private leadership, as follows :

1. Government leadership lacks market touch, while private leadership depends on market conditions.
2. The leadership of the government is determined and supervised by the representatives of the people in the DPR, while the private leadership is quite autonomous and independent depending on the board of commissioners from the trade arena.
3. Government leadership is very complex and difficult to measure, while private leadership is measured by efficiency, quality and relationships.
4. Government leadership tends to be relatively more difficult to determine incentives based on existing performance, only questioning service to improve the performance of lazy employees, while private leadership is easy to pay because it is based on the level of fatigue, work results and sacrifices.

2.3 Indonesian Gender And Development Concept

In terminology "E-Government" can be interpreted as a collection of all actions in the public sector (both at the central and local government levels) that involve information and communication technology in order to optimize the process of effective and efficient public services, transparent and effective (Arief and Abbas, 2021). The term E- Government relates to the ability to use information and communication technology to improve relations between citizens and government, between business and government, and between government agencies. These technologies include E-mail, WAN (Wide Area Network), internet, mobile computing equipment (HP, laptop, PDA), and various other technologies that serve to disseminate information and provide electronic services in various forms.

In general, the notion of E- Government is an internet-based information management system and public service. All things with the help of internet technology will be able to be done from anywhere and anytime (Mariyam and Setiyowati, 2021) US. Hikam, a former Minister of Research and Technology, said that e- government is the electronicization of government services to the community or citizens. In addition, e-government is also a process for democratization, with the existence of e-overnment means cutting the existing bureaucratic path.

Actually e-government itself began when the use of information technology was successful in the business area or known as e-commerce (e-com). Governance (Basu, 2004). However, in the development of the internet and websites in the implementation and development of media that is more popular than the use of other media. The popularity of the internet and websites often obscures the meaning of e-government itself. It is as if e-government is synonymous with the internet and websites (tools), not as a system for managing new, reciprocal relations between the government and various stakeholders (ends) through the development of information technology-based media. Because e- government is a paradigm that is radically different in structure from traditional bureaucratic structures, implementing

e-government in developing countries such as Indonesia will be difficult and it is very necessary to have strong entrepreneurial leadership.

Good governance is a concept that has recently been used regularly in political science and public administration (Lynn, Heinrich and Hill, 2000). This concept was born in line with the concepts and terminology of democracy, civil society, popular participation, human rights, and sustainable human development. . At the end of the last decade. At the end of the last decade, the concept of good governance is more closely used in public sector reform. In the discipline or profession of public management, this concept is seen as an aspect of the new paradigm of public administration. This new paradigm emphasizes the role of public managers to provide quality services to the community, encourages increasing managerial autonomy, especially reducing control interference by the central government, transparency, public accountability, and creating clean and free managerial management from corruption.

ESCAP defines governance as the process of making decisions and the process of implementing or not implementing these decisions (Quintas, Lefrere and Jones, 1997). The term governance according to ESCAP can be used in several contexts such as corporate governance, international governance, national governance, and local governance.

Osblon and Gaebler define governance as the process by which we solve our common problems and meet the needs of Society. Meanwhile, Meuthia Ganie and Rahman (Addiputra et al., 2020) provide an understanding of governance as the management of economic and social resources that involves the state and the non- government sector in a collective effort.

There is hope that the inclusion of IT in the bureaucracy and the courage to innovate in various ways will bring the government to a phase of progress as achieved by industry, banking, and universities outside government institutions. It cannot be denied that if a country experiences and knows a subsystem, the government has dared to introduce technological failures and the digital divide (digital divide), it will open up wide opportunities for the achievement of reforms in other subsystems.

This applies to all countries, regardless of the level of economic development, level of human resource development, and whatever the social and cultural context that exists in the community or country. If you can overcome and dare to fight the old, slow and bureaucratic way, then the hope for another progress will be achieved time.

3. METHOD

This research method uses a descriptive qualitative method with the aim of obtaining a comprehensive picture of the implementation of bureaucratic reform in realizing good governance in the Semarang city government in 2015 - 2017. This study wants to obtain an overview of how the bureaucratic reform in the Semarang city government.

4. RESULTS AND CONCLUSION

One of the motivations for the need for bureaucratic reform is as a form of transformation from reforms in all fields, one of which is the eradication of corruption, collusion and nepotism (KKN) in all fields. Besides that, it also changes the paradigm that has been stored in memory, that bureaucrats are kings and the people are servants, then the paradigm is changed to bureaucrats who are public services or people who must serve with all their heart.

The concept of bureaucrats, which has been running for a long time in Indonesia, is a patriarchal and traditional bureaucratic concept, so the concept has been replaced with a transparent and open bureaucratic concept guided by the concept of good governance. And the era of technology that has been entering the world of Indonesian government, it cannot

be denied that all of this has unconsciously also affected the process. Government in Indonesia. Therefore, the concept of using electronics has been running like one of them is the concept of E-Government.

E-Government that is running in Indonesia is still far from perfect, where this good concept applied in Indonesia has somewhat improved governance in Indonesia, which is still chaotic. The democratic process that has been running for about 20 years has also contributed to the E-Government process in Indonesia. During this E- Government, all processes that occur in government can be monitored by the community, because one of the things that E-Government has been implemented well is the involvement of civil society and other elements of society and their government, synergizing in building the concept of governance. the good one.

Another thing that is no less important in building bureaucratic reform that has been running and is still running so far is about bureaucratic leadership. Where that the concept of bureaucratic leadership that runs effectively is supported by leadership that can protect its subordinates, who can guide, regulate, and provide clear directions in carrying out the tasks to be carried out. Also, the concept of our bureaucracy that has been running so far has not been based on a merit system. So with this system concept, all efforts in creating good governance and also E-government can run well and more perfectly.

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