



Implementation of Bureaucratic Reform to Improve Public Services

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Abstract

This study aims to describe the implementation model of bureaucratic reform that has been carried out, both in Indonesia and several other countries. Provide a comprehensive understanding of the importance of bureaucratic reform. The research method used is the library research method from various sources related to bureaucratic reform. The results of this literature review illustrate that the bureaucratic reforms that have been carried out in several countries are generally related to two dimensions, namely the organizational dimension and the dimension of apparatus human resources. In the context of carrying out the implementation of bureaucratic reform at Provincial Bawaslu and Regency/City Bawaslu, what needs to be done immediately is the making and stipulation of a Bureaucratic Reform Team Decision Letter, making and stipulating a Role Model Decree and Bureaucratic Reform Change Agent covering 8 areas of change, preparing an implementation action plan bureaucratic reform, filling out bureaucratic reform evaluation worksheets, monitoring and evaluating the implementation of bureaucratic reform every month.

Keywords: implementation, bureaucratic reform, election monitoring body

Introduction

To achieve good governance, the Election Supervisory Body will carry out a comprehensive bureaucratic reform (Syahputra et al., 2022), which will be carried out in 5-year increments until 2025 referring to Presidential Decree No. 81 of 2010 concerning the Grand Design of the 2010-2025 Bureaucratic Reform. In the final goal of the next five years, it is hoped that the Election Supervisory Body will be performance-based which will achieve the vision of bureaucratic reform comprehensively national government in 2025 (Hutahaean & Pasaribu, 2022), namely a government that is professional and has high integrity capable of providing excellent service to the community and democratic management of government. To achieve this goal, the targets for bureaucratic reform of the Election Supervisory Body have been formulated, namely: (1) A clean and accountable bureaucracy. (2) Effective and efficient bureaucracy. (3) Bureaucracy that has quality public services (Larasatie et al., 2022).

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The scope of Bureaucratic Reform is following the Circular of the Chairperson of Bawaslu Number 3 of 2022 concerning the Implementation of Bawaslu Bureaucratic Reform in 2022 from Provincial Bawaslu to Regency/City Bawaslu. To fulfill the things needed in the implementation of bureaucratic reform (Anwar, 2022), it is necessary to carry out an inventory of the things that need to be done. Several factors in the potential for violations in the 2024 election include the neutrality of civil servants, the neutrality of village heads, updating of voter data, and changes in the number of votes. This challenge strengthens organizational and human resources to be very important, especially in terms of implementing bureaucratic reforms (Poernomo et al., 2022). This challenge also spurred the author to see how bureaucratic reforms have been carried out in several countries (Abidin & Effendi, 2022).

Bureaucratic reform that has been carried out in several countries is generally related to two dimensions, namely the organizational dimension and the human resource dimension apparatus (Wibowo & Tobing, 2022). The organizational dimension relates to structure, organizational culture, organizational technology, laws, and regulations. The dimensions of the HR apparatus include knowledge, skills, attitudes, behavior, mindset, discipline, integrity, and performance. In Indonesia, bureaucratic reforms have been carried out since 1998 to produce a bureaucracy that is clean of Corruption, Collusion, and Nepotism (KKN)(Rohayatin et al., 2022). Bureaucratic reform is a very basic solution by making changes, both in the mindset and culture set of state administrators from a mentality that is supervising, controlling, and controlling society (colonial paradigm), making state administration (bureaucracy) pro to good public service (Heriyanto & Mariyanti, 2022).

Bureaucratic reform in both the central government and regional governments is a necessity to realize good governance. It aims to be able to provide more effective service to society. Good or bad services are provided by the government in carrying out its function as a public institution that is responsible for welfare and fulfillment of public needs (Pirannejad & Ingrams, 2022).

Literatur Review

Recent literature on Bureaucratic Reform in Indonesia and tracing the developments and changes in bureaucratic reform studies. This review covers 249 articles published in the Journal in the period 1998 to 2020 (Pangarso et al., 2022). The findings concentrate on the lack of detail about the processes and results of change and the gaps between the general theories used to study evolution (González, 2022). We propose an agenda for the study of bureaucratic reform of public organizations that focuses on the complex nature of building theoretical bridges and conducting more in-depth empirical and comparative studies of change processes (Akbar et al., 2021). The form of bureaucratic reform is the Quick Wins open promotion program. In general, the open promotion Quick Wins program has been going well (Afiyah, 2022).

According to the results of the analysis using the implementation model of George Edward III (1980), the results are: the dimensions of communication consisting of transition (Turner et al., 2022), clarity, and consistency of information are good; the resource dimension

consists of good human resources/staff, budget, facilities, information, and authority; the disposition dimension, the executor has shown a good attitude; while the dimensions of the bureaucratic structure consisting of SOPs and fragmentation are good. However, in reality, the number of enthusiasts for open promotion programs found in the field is still lacking (Pavone & Stiansen, 2022).

Optimization of the policy of implementing bureaucratic reform, especially the reform of the human resource element needs to be carried out through concrete efforts, such as training and other means to make human resources capable of having an attitude of integrity, neutral, competent, capable, professional, high-performing and prosperous (Kori et al., 2015). Then to see how the implementation of reform and bureaucracy has been carried out in several countries, we can refer to the Main Principles of the Public Sector Reform Case Study and Framework (Tjakraatmadja et al., 2022).

This book reviews the main principles of Public Sector Reform:

1. A new pragmatic and results-oriented framework. As the pressure on public resources continues to increase, increasing societal demands for better, quality, and more responsive services have prompted most governments to embrace results-oriented frameworks for planning and program delivery. The aim is to facilitate better service delivery and 'value for money'. A focus on results helps determine national strategic priorities and objectives (outcomes/outcomes) and translates them into outputs. This focus also ascertains the relationship between costs and outputs and outcomes and measures how efficiently and effectively these outputs and outcomes are being achieved (Istighotsah & Nurhasanah, 2022).
2. Clarification of objectives and administrative structure. In many countries, there are significant skill gaps within the bureaucracy, given the development and administrative challenges in an increasingly globalized and competitive world. Capacity development remains a high priority in many countries, but this needs to be linked to a careful analysis of politically appropriate development priorities and needs Administrative capacity for service delivery; local and foreign business regulation; and implementation of policies to develop the capabilities of domestic companies or regulate certain sectors, for example, international trade (Aquino & Batley, 2022).
3. Smart strategy and political engagement. The linkages between politics (formal and informal and political arrangements), power structures, policies (goals and targets), and administrative capabilities (public bureaucracy) should form the basis for a pragmatic incremental approach to public service reform. Reform thus must strive for intense engagement strategically between political leadership and administration to form mechanisms that improve performance and public services (Singh & Slack, 2022).
4. Development of goal-oriented competencies and skills. Capacity building must be carried out around specific needs, and training must be adapted to meet these needs and ensure skills are built directly to the intended purpose. Capacity building should not only focus on 'difficult issues', such as administrative, legal, and constitutional matters; In addition, public service officials must be equipped with 'soft skills', such as in negotiation, diplomacy,

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- leadership, public speaking, and communication. This will complement their technical knowledge and increase their performance and productivity (Elston & Bel, 2022).
5. Experimentation and innovation. Capability development and the evolution of effective problem-solving approaches require a bureaucratic capacity to experiment and learn within carefully defined boundaries. Experience from successful countries shows that bureaucracies are most effective when they experiment with new and innovative ways of solving problems. However, the experiment was difficult because it seemed to contradict the logic of rule-following and risk-aversion behavior and the need to enforce accountability. A successful experiment requires a significant shift in the philosophy of administrative reform in many countries, but this will depend on local conditions and policy priorities (Falisse & Leszczynska, 2022).
 6. Professionalization and moral improvement. The common experience in many countries is a gradual decline in morale and a loss of the esprit de corps which has historically been important in ensuring high levels of commitment and honesty in public service. The higher the level of remuneration and the better the social recognition civil service jobs are important but not sufficient on their own (Kozuch, 2022). Non-financial incentives, competitive remuneration, and a citizen-based approach to service delivery are some good ways to improve perceptions of service delivery and provide incentives to civil servants. Professionalization and morale are also a direct reflection of society's inclusiveness. In professionalization, the main challenge is the politicization of public services and their impact on appointments and promotions. This often compromises administrative efficiency and the delivery of development goals (Jeetoo & Jaunky, 2022). In some cases, public services are so politicized that the continuation of democracy and trust in government is an ongoing challenge. Administrative bureaucracies have also failed to neutrally serve different political parties professionally, prompting governments to place 'loyalty' above professionalism. In some countries, there is an expectation that politicians will create jobs for their constituents and reward their supporters (Bastiaanssen et al., 2022). This is common in countries where the private sector is not well developed and the government remains the main provider of goods and services. Proper training and orientation of politicians and bureaucrats, proper arrangement of appointment and promotion procedures, terms of office, and other things worthy of gradual reform, are essential. In this regard, ensuring that relevant state institutions, such as public service commissions, are modernized and can function independently, is critical to maintaining morale in public service (Teixeira Filho et al., 2022).
 7. Code of ethics for public sector ethics. The development of open and enforceable standards and ethics of public service is very important to increase the perception and professionalism of public service. Enforcement of such professional codes should extend beyond law enforcement to include non-judicial channels such as internal or external peer review and self-regulation (Chien & Thanh, 2022). Administrative reform organizations should have this as a primary objective in the design of training programs, the curriculum of administrative training institutions, and the appointment of administrative system leaders. Combining these measures with the adoption and enforcement of a code of ethics that highlights society's high standards of public service can help increase public respect for public service (Ishak, 2022).

8. An effective and pragmatic anti-corruption strategy. Anti-corruption strategies in developing countries often do not achieve significant results because they are too ambitious and do not target specific problems. The tipping point at which corruption has the most damaging effects in a country depends on the country's policy priorities. Given the limited policy implementation capabilities in many developing countries, focusing on improving technology for policy implementation can have an immediate positive impact on anti-corruption strategies (Hassan et al., 2022). Achieving partial success in certain areas can create momentum for expanding the reach of changes in technology and job design within institutions to limit the impact of corruption. Incremental and pragmatic approaches to tackling corruption are more likely to achieve results than ambitious approaches that seek to reduce corruption overall in countries where ambitious institutional changes cannot be implemented (Leroux & Pupion, 2022).
9. Effective management of public finances. A good PFM is an important part of the development process. PFM supports aggregate control, prioritization, accountability, and efficiency in the management of public and resource service delivery, which is critical to achieving national policy goals and objectives, including the Sustainable Development Goals (SDGs) (Stanica et al., 2022).

Therefore, the management and operation of public finances are at the heart of the challenges of administration and reform in public services. The introduction of reforms such as the Financial Management Information System (FMIS), procurement, and asset/property declaration laws have helped minimize loopholes for corrupt practices and misuse of public financial resources. Nonetheless, corruption requires more proactive attention to regulatory mechanisms, such as making oversight institutions such as supreme audit and internal audit, and public procurement more effective and making decision-making processes more transparent. In addition, regulatory enforcement and reporting mechanisms are essential (Lee & Hung, 2022).

The Election Supervisory Body already has a Bureaucratic Reform Road Map which is intended as a guideline and direction for policy/decision makers within the Election Supervisory Body in carrying out bureaucratic reform to obtain a common mindset and pattern of follow-up from all levels of the Election Supervisory Body (Zhang et al., 2022), from the highest leadership level to the lowest level, in implementing bureaucratic reform in an integrated and complete manner. In the course of building bureaucratic reform, it is necessary to monitor and evaluate the implementation of bureaucratic reform at the Election Supervisory Body so that the action plan outlined in the Bureaucratic Reform Road Map can proceed according to the schedule, targets, and stages as a set (Sihombing et al., 2022).

Research Method

The research method used in writing this article is the literature research method review from various sources related to bureaucratic reform. This research is qualitative research descriptive.

Result and Discussion

The results of this study support Haning's research (2018) that this study illustrates that Bureaucratic reform that has been carried out in several countries is generally related to two dimensions, namely the organizational dimension and the human resources dimension of the apparatus. The organizational dimension relates to structure, organizational culture, organizational technology, laws, and regulations. The human resource dimensions of the apparatus include knowledge, skills, attitudes, behavior, mindset, discipline, integrity, and performance (Nor et al., 2022).

Based on the literature review, there are 9 Main Principles of Public Sector Reform: (1) A new pragmatic and result-oriented framework, (2) Clarification of objectives and administrative structure (3) Smart strategy and political engagement (4) Development of competence and skill-oriented on objectives (5) Experimentation and innovation: (6) Professionalization and moral improvement (7) Code of ethics for public sector ethics: (8) Effective and pragmatic anti-corruption strategy: (9) Effective public financial management: Road Map of Bureaucratic Reform which is intended as a guideline and direction for policy/decision makers within the Election Supervisory Body in carrying out bureaucratic reform has accommodated various theories (Li, 2022).

Conclusion

Implementation of Bureaucratic Reform at Provincial Bawaslu and Regency/Municipal Bawaslu, some things need to be done immediately: (1) Making and stipulating the Decree of the Bureaucratic Reform Team; (2) Formulation and Determination of SK Role Models and Agents of Change for Bureaucratic Reform (covering 8 areas of change); (3) Preparation of Bureaucratic Reform Implementation Action Plan; (4) Filling in the Bureaucratic Reform Evaluation Worksheet; and (5) Monitoring and Evaluation of Bureaucratic Reform Implementation every month.

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