



Bureaucracy Reform in Improving Integrated District Administrative Services

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ABSTRACT

Bureaucratic Reform of District Integrated Administrative Services (PATEN) The study at the Rajagaluh District Office, Majalengka Regency has the aim of explaining the bureaucratic reforms implemented by PATEN in improving service quality in Rajagaluh District and the supporting factors, obstacles to the successful implementation of PATEN in Rajagaluh District. The research method uses descriptive qualitative where the author uses information from the Rajagaluh District agencies and outside parties as a data balancer, namely the community. The results of this study indicate that the success of PATEN implementation in Rajagaluh District is seen in the PATEN implementation process through the behavior of PATEN employees, infrastructure, forms of commitment in implementing PATEN and service accountability. This makes Rajagaluh District strive to realize Bureaucratic Reform in its environment. The existence of PATEN not only aims to improve the quality of service in the District but also brings it closer to the community. Changes that occur through PATEN such as the provision of service facilities, a modern service system and the behavior of PATEN employees in accordance with service standards. Supporting factors in the success of PATEN are organizational capacity, coordination of interactions between actors involved and strategies for delivering information through a persuasive approach that lead to increased services such as training and improvement of infrastructure. In addition, this has a positive impact on the community so that people are satisfied with the existence of PATEN in Rajagaluh District. Despite the limited budget in increasing the capacity of human resources and infrastructure. The conclusion of the study is that in providing public services through PATEN it is related to PATEN officers so that there is a need for bureaucratic reform to achieve good governance. Therefore, the PATEN policy can produce institutions that are committed to advancing bureaucratic reform and paying attention to the needs of the community in public services.

INTRODUCTION

Bureaucratic Reform is a continuous effort, each stage of which provides changes or improvements to the bureaucracy for the better. With the reform, it is hoped that the quality of good, clean, and free governance will be realized from the practice of corruption, collusion and nepotism. In addition, it is also hoped that the quality of public services can be realized in accordance with the expectations of the community, the hope of the Indonesian nation which is increasingly advanced with dynamics that will be able to face global competition, the capacity and accountability of bureaucratic performance is getting

better, the human resources of the government apparatus are more professional, as well as a mind-set and a culture-set that reflects higher integrity and performance.

Conceptually, the ideal bureaucracy is a professional bureaucracy, namely a bureaucracy that is reliable in providing services, aspirational, accountable, neutral, and in carrying out its activities based on ethics. Bureaucratic professionalism concerns the ability associated with the level of progress of science and technology, in the sense of the word ability to use modern technological facilities. Ideally, the bureaucracy will only be able to provide services to the community fairly if it has a neutral attitude and behavior. That is, the bureaucracy should act as a public administration institution that is oriented towards achieving efficiency and effectiveness in each of its activities.

The implementation of regional autonomy allows all regional governments to immediately manage the government system in order to improve services to the community. Reform and regional autonomy are essentially efforts to improve in a comprehensive and gradual manner towards good governance, where one of the dimensions of its success can be seen from the quality of services provided to the community. Reform gives hope for a more just and equitable public service. This expectation is related to the strengthening of community control and the large contribution of the community in the administration of government.

The granting of very broad autonomy is basically also intended to bring the government closer to the people. Through broad autonomy, local governments have very broad authority in administering government and public services in accordance with the needs of the local people. (Sinambela, 2014:26)

This demand for service quality can be met by formulating a community-oriented concept as a customer, not executive-oriented, and other interest groups. Therefore, to satisfy customers, government officials must be able to provide the best service. The service apparatus does not have the slightest reason not to be oriented to total customer satisfaction. In fact, customer satisfaction can be used as a barometer in measuring success in service. (Sinambela, 2014).

The Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 11 of 2015 states that the targets for bureaucratic reform consist of: (1) a clean and accountable bureaucracy, (2) an effective and efficient bureaucracy, (3) a bureaucracy that has quality public services. The expected results in the reform of the public service bureaucracy consist of (1) improving the monitoring and evaluation system of the performance of public services, (2) increasing the quality of public services according to the needs and expectations of the community, (3) Increasing the professionalism of the apparatus.

Public service is one of the important tasks that cannot be ignored by local governments, because if the service component remains, it is almost certain that all sectors will have a bad impact. Therefore, there needs to be good planning and even need to formulate service standards to the community in accordance with the authority given by the central government to local governments.

Government Regulation Number 65 of 2005 (Ratminto, 2014) emphasizes that minimum service standards are provisions on the type and quality of basic services which are mandatory regional affairs that every citizen has the right to obtain at a minimum. the preparation of public service standards must be well structured and uncomplicated, for this reason it must consider the following aspects: capabilities, institutions, and service delivery apparatus, as well as regional potential and socio-cultural characteristics of the community.

Public service provided by government agencies (central, provincial, district, city and sub-district) to the community is a manifestation of the function of the state apparatus as a public servant. In the era of regional autonomy, the function of public services has become one of the focuses of attention in improving the performance of local government agencies. Public service facilities must be closer to the community, so that they are easily accessible by the community. The government is also obliged to provide public services, including administrative services. These administrative services can be in the form of providing various forms of documents needed by residents, such as e-KTP making services,

land certificate services, marriage certificate services, birth certificate services, death certificate services and other services.

Population administration concerns the lives of all citizens from birth to death. When a citizen is born, the law requires every citizen to have a birth certificate which will later be useful for fulfilling various activities such as going to school, taking care of an Identity Card (KTP), looking for work and so on. Once the strategic affairs of population administration, the government is expected to be able to provide quality population administration services.

Improving services to the community is an effort to improve the welfare of the community. One of the fields of community service is the field of population administration services which is the task of the Rajagaluh District government to organize it. On the other hand, the reality that is often encountered is that it often does not match the expectations of the government, where there are still officers who carry out their duties not in accordance with what is expected. the government has not been able to provide quality public services in accordance with the challenges faced, namely the development of increasingly advanced community needs and increasingly fierce global competition. the public services provided are not in accordance with the existing service operational standards (SOP), information disclosure, fairness and accuracy in service delivery,

Public services have not been able to accommodate the interests of all levels of society and have not fulfilled the basic rights of citizens. the implementation of public services has not been in accordance with the expectations of the nation, which is always synonymous with inaction, unfriendliness, injustice, convoluted processes, high costs. Responsiveness as one of the benchmarks for public services is almost not owned by the public bureaucracy and public officials in the era of a strong state and half-hearted deregulation due to the weakness of the community. (Sinambela, 2014).

Syukri (Handoyo, 2012:174) notes that public services in Indonesia have weaknesses, namely lack of coordination, lack of aspirations, difficult to access, inefficient and too bureaucratic. That is why, there needs to be a reorientation of the public services provided. Of course, what is oriented is not only the quality of service, but also the officers who provide services in the form of goods and services as well as administrative services. In addition, requirements, supervision, complaint handling, and service guarantees for the community need to be used as content material for public services.

Commitment to systematically improve community conditions through improving organizational performance and public services is still relatively low. The main problem in public services is basically related to improving the quality of the service itself. Viewed from the institutional side, the main weakness lies in the organizational design that is not specifically designed in the context of providing services to the community, full of hierarchies that make services convoluted and uncoordinated. Quality services are highly dependent on various aspects, namely the pattern of implementation (management), human resource support, and on institutions.

To realize an orderly population administration, Rajagaluh District cooperates with the Department of Population and Civil Registry of Majalengka Regency to carry out socialization of population policies in Rajagaluh sub-district. This socialization is carried out regularly every year, with participants from the District apparatus, District PKK, and Village PKK throughout the Rajagaluh District. In addition, to improve administrative services in the Rajagaluh sub-district, the sub-district apparatus always comes on time in providing services to the community.

Public services can be categorized as effective if the community gets the convenience of services with short, fast, precise and satisfying procedures. The success of increasing the effectiveness of public services is determined by the ability of the government to improve the work discipline of government officials, especially Rajagaluh District in public services. to find out public services in Rajagaluh District, Majalengka Regency.

METHOD

This research method uses a qualitative descriptive analysis method, where in presenting the data, the researcher uses explanations and descriptions, because the researchers only want to describe situations or events and utilize interview, observation, and document utilization techniques. Informants in this study were determined by purposive sampling in which the technique of taking data sources with consideration, for example, is the person who is considered to know best about what we expect, or maybe he is the ruler so that it will make it easier for researchers to explore the object or social situation under study. (Sugiyono, 2014)

The criteria that will be used as a source of research information are Key Informants (Key Informants) Key informants, namely people who know a lot of information and policy implementers (operators) as stakeholders in bureaucratic reform in improving services, namely (1) Head of the Rajagaluh District Office, Regency Majalengka, and (2) Supporting informants, people outside the key informants who can provide complementary or additional information needed by research. The informants are: (a) Head of Government Section for Integrated District Administration Services (PATEN) Rajagaluh District, (b) Employees in District Integrated Administrative Services (PATEN) Rajagaluh District, and (c) Service users at the Rajagaluh District Office.

Data collection techniques in this study are (1) interviews (interviews), which are used as data collection techniques if researchers want to conduct preliminary studies to find problems that must be investigated, and also if researchers want to know things from respondents who are more in-depth and the number of respondents is small, (2) Questionnaire (Questionnaire) by giving a set of questions or a written statement to the respondent to answer. This questionnaire is an efficient data collection technique if the researcher knows with certainty the variables to be measured and what year can be expected from the respondents, (3) Observation, is a data collection technique that has specific characteristics when compared to other techniques, namely interviews and interviews. questionnaire. If interviews and questionnaires always communicate with people, then observation is not limited to people, but also other natural objects, and (4) Documentation, which is carried out to obtain visually appropriate images regarding the physical condition of infrastructure, records or documents located at the research location and other sources deemed relevant and in accordance with the research object taken. (Sugiyono, 2017)

The data analysis technique used by the researcher is the qualitative data analysis technique proposed by Miles and Huberman (in Moleong: 2007), that the activities in qualitative data analysis are carried out interactively and take place continuously until complete, so that the data is saturated. There are 3 methods described by Miles and Huberman (Moleong, 2007:252) in qualitative data analysis techniques, including (a) Data Reduction, (b) Data Display, and (c) Conclusion Drawing/Verification. .

RESULTS AND DISCUSSION

It is related to the government's efforts to improve the bureaucracy, which can eventually be referred to as bureaucratic reform. So, there are various definitions of bureaucratic reform, with different understandings of bureaucratic reform. According to the Ministry of State Apparatus Empowerment and Bureaucratic Reform (<https://www.menpan.go.id/>, accessed April 25, 2020). Bureaucratic Reform is an effort to make reforms and fundamental changes to the system of government administration, especially regarding aspects of the implementation of excellent service. According to George Frederickson in Sedarmayanti (2017: 71-72) aspects of the Reformation, namely:

1. Institutional Arrangement

The organizational structure is lean and flat (there are not many hierarchical levels and the organizational structure is more dominant in the holders of professional/functional positions than structural positions).

2. Management Arrangement

Mechanisms, systems and procedures are simple/short, simple, easy and accurate through optimizing the use of information and communication technology, and having adequate offices, work facilities and infrastructure.

3. Apparatus Human Resources Management
To be clean according to the needs of the organization in terms of quantity and quality (professional, competent, ethical, high-performing, and prosperous).
4. Accountability
Quality, effective, efficient, and conducive performance.
5. Service and service quality
Excellent service (fast, precise, fair, consistent, transparent, etc.), satisfying customers and realizing Good Governance (good governance).
The objectives of bureaucratic reform in particular include:
 1. Clean bureaucracy, free of corruption, collusion and nepotism (KKN).
 2. Bureaucracy is efficient, not wasteful or frugal in the use of resources.
 3. Bureaucracy is effective, able to carry out responsibilities, and achieve predetermined organizational goals.
 4. Productive bureaucracy, able to issue outputs in accordance with the demands of society's needs.
 5. A prosperous bureaucracy, paid according to the workload, the weight and responsibility of the position as well as the social status of Civil Servants, is respected by the community.

District Integrated Administrative Services (PATEN) is the implementation of public services in sub-districts whose management process, from application to document issuance stage, is carried out in one place. This one place here means enough to go through one table or service counter. This system positions the community members only in contact with desk officers or service counters in the sub-district. When members of the community come to the sub-district office to carry out administrative services, there is no need to go to every officer with an interest, such as the section head, sub-district secretary and sub-district head. Residents simply submit the file to the desk clerk or the service counter, sit and wait for a moment. then called to receive the completed document. after that make payment (if there is a tariff to be paid). Service fee payments are made and recorded transparently. In addition, the requirements for obtaining services, the amount of cost and time to process are standard and announced to the public. If the service provided by the officer is not in accordance with the standards, residents can complain to the policy makers above it. (PATENT Policy).

CONCLUSIONS

Bureaucratic Reform in improving integrated sub-district services (PATEN) at the Rajagaluh District office has been and is in the process of bureaucratic reform, where all parts of the office, both leaders and employees, have implemented bureaucratic reform thinking lines, including (a) Institutional Arrangements implemented, including the vision , mission, organizational strategy, effective, efficient, rational, and proportional organizational structure, regulates structural and functional positions. From all these parameters, the Rajagaluh District Office has carried out according to the rules that have been enforced there, and it is very clear.

This has been implemented by all sections of human resources, from the head of the office to the employees. In this dimension, it can be said that it has been quite optimally realized, (b) Management Arrangement, there are several parameters that must be implemented, including internal work mechanisms or systems, external working relations work procedures, planning, implementation, monitoring, evaluation and control, management of work facilities and infrastructure, office administration automation, information technology monitoring (e-government), reliable archive management.

From all these parameters, there are problems that occur, which are related to information technology monitoring (e-government) and archive management. These two parameters can be said to have not been implemented effectively, so that in the process of bureaucratic reform that is being implemented, it is hampered and has not been optimally realized because of these problems, (c) Arrangement of human resources/apparatus, including an effective education and training system, recruitment according to procedures, placement of employees according to expertise, and adequate remuneration. Of all the parameters that have been implemented quite optimally, (d) Accountability, including performance

measurement and evaluation, performance reporting. The Rajagaluh Subdistrict Office, Majalengka Regency has carried out in accordance with the rules that have been applied, and (e) Public Services, including excellent service and customer satisfaction. In this case, it has not been fully said to be optimally implemented. Looking at some of the problems related to service users, in this case the community. So, this dimension has not been fully implemented optimally.

Supporting factors in bureaucratic reform in the sub-district integrated administration service (PATEN) at the Rajagaluh sub-district office include: the availability of adequate facilities and infrastructure, then the training and education provided for each employee in the field he is carrying out. While the inhibiting factors in bureaucratic reform in integrated sub-district administrative services (PATEN) at the Rajagaluh sub-district office are: the use of information and communication technology is still not effective, because it often experiences server errors and downs which consequently will waste quite a lot of time, so the service process becomes difficult. less effective, and the last is regarding the archive management system that is not yet reliable.

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