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Capacity Building in Reformation: Study on Bureaucracy of West Sulawesi, Indonesia

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Abstract

A newly established institution needs formulation and rules to run the organization. West Sulawesi was designed as a provincial government administration. As a new establishment, there were many problems and difficulties. Therefore, this research will explore how governmental administration empowers its human resources. This study was conducted in West Sulawesi province, the eastern part of Indonesia. Qualitative approach was employed in the study process. In-depth interview and non-participant observation were conducted in finding and collecting data. The research required a nine months process to finalize. Triangulation through focus group discussions and peer reviews were among activities to ensure data validation. The study shows that in the first phase, training and socialization were employed to stimulate and enhance skill and expertise. Several groups were found to have attended courses to enhance administrative capacity. On the other hand, they have started to serve the people. These two formulations were activated to encourage officers to expand their competence. Finally, this research conclude that during reformation in bureaucracy, many activities and exercises needed to be implemented to stimulate the government officials in order to accelerate the new institution.

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1. Introduction

In term of human resource, it is apparent that its distribution is not broad enough, while its quality and productivity remains low. Restrictive policies of the organizational structure took effect on all governmental bodies. In addition, bureaucracy at these governmental institutions were quickly circumvented – among them being the

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officer on stage three and four were reduced, while functional offices needed to be increased (Biesta, Allan, and Edwards, 2011).

From such depiction it can be said that the bureaucracy reformation needed to be implemented in a plan to develop good governance. In other words, bureaucracy reformation is a strategic step in developing the national apparatus to be empowered and productive in carrying out general responsibilities of the government and national development. Bureaucracy can play a strategic role in instilling motivation to empower the community because such empowerment can, in turn, lessen the provincial government's load during a time when public resources are lacking or even scarce (Creedon, 2006). Consequently, public service, as provided by the government, will be more effective because the community will possess a larger control of their situation whereby they will understand the issues at hand better thus public service efforts from the community is cheaper compared to those that would be provided by professionals (Wekke and Hamid, 2013). Furthermore, this can encourage competition in providing good service to the community, so much so that it can significantly improve efficiency, responsiveness and also, stimulate innovation and passion to work the provincial government's organization.

The new phenomenon on bureaucratic role change from the execution of motivator, dynamics and facilitator of development and resource or the objective capacity of provincial government that is seemingly growing ever more limited, has caused bureaucrats to mimic the private sector, which still exists and survived even with limited available resource (Evans, 2007). The public service system is usually handled through an administrative mechanism that is based on marketing incentives. Therefore, the study was conducted to identify and analyse the capacity improvement of the Provincial Inspectorate in executing internal monitoring in West Sulawesi Province.

2. Literature Review

In the life of many nations and people of every corner of the world, bureaucracy has developed as the main machinery in maintaining the country in various fields of life and in international relations. Besides managing public service, bureaucracy is also responsible in translating the various political decisions of all sorts of public policies, and it also functions to manage the enforcement of these policies. It can be said that bureaucracy is the determining factor of the overall effectiveness of the government's agenda, including creating a clean government that is corruption-free in the broader scenario of creating good governance (Fuller, and Unwin, 2007). However, it has been the experience of Indonesia and other nations that bureaucracy cannot always be automatically and independently maintained in terms of its function and task, and in ensuring its significant performance. The demand for public service accountability and the call for good governance in Indonesia have been a serious topic of many a discussion and academic studies. This demand is reasonable seeing that there have been several views and commentaries made in the media that point to bad governance and poor bureaucracy as the culprit for the Indonesian economic crisis (Rogers, Rebbe, Gardella, Worlein & Chamberlin, 2013).

In addition, there are three important aspects that support the development of good governance, namely monitoring or supervision, control and audit. Monitoring is an activity conducted by internal or external executives, including the community and Provincial House of Representatives, to monitor the provincial government's performance. Meanwhile, control is a mechanism carried out by executives to guarantee that the management system and policies are well-executed that the organization's goals are achieved (Butler, 2008). And audit includes activities done by those who are independent and possesses the professional competence to audit whether or not the government's performance meets the set standards.

Therefore, parallel to the growing demands for reformation, backed by the ever more critical community of today, moderate monitoring is insufficient because the people expects more than an improvement or correction of mistakes in the future, they expect rectification and accountability on offenses, confusions caused and digressions by those responsible (Wekke and Lubis, 2008). Offenses must be reprimanded with a sort of sanction or punishment, and when criminal in nature, it should be processed by the law enforcement so that it can instil a deterrent effect on the wrongdoer and other people so that they will think twice before committing the same crime (Pamu, 2010). With that, it is hoped that the practice of Corruption, Collusion and Nepotism can be reduced and ultimately end.

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