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Bureaucracy and Governance in Indonesia: Study on West Sulawesi Province

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Abstract

There are many changes after the reformation era started in Indonesia in 1999. One of these developments is local government empowerment to administrate several activities. West Sulawesi was launched as new a province to improve people service in Sulawesi Island. An evaluation of the establishment in this region was needed after decades. Therefore, this study will explore the practices conducted in West Sulawesi Province in Indonesia to realize clean government and good governance. The research employed a qualitative approach. In-depth interviews and observations were performed for collecting data. Manual interviews and observations served as instruments during data collection. This study shows that there are nine steps completed in empowering administration. It started from paradigm shifting to encourage people to work in new conditions. In addition, when paradigm is changed, it is easier to enhance the transformation and moving forward to create improvement. Finally, bureaucracy movement shows an improvement in institutional capacity to encourage administrator in expanding service.

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1. Introduction

The shifting paradigm as maintained by the local government (local autonomy) in Indonesia, from a centralized pattern to a decentralized one, has brought about growing consequences on authority empowerment from the federal government to the local government from one side, and the other, where the local government possesses major authority to arrange and manage its own locality autonomously (Kigongo-Bukenya, 2011). Local autonomy based on decentralization allows broader authority and opportunities to the local government to maintain governance responsibly in creating peace for the area's community. Broader authority requires optimal monitoring, so much so that it can cause monetary losses to the country and displaces peace among the community (Giessen, Krott and Möllmann, 2014).

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Indeed, it is known that ever since local autonomy was exercised, there have been many changes. A concrete example would be innovative programs that increased participation and even an increase in public service's quality of late, which are easier to obtain (Wright, 1986). Also, various new initiatives for the basic service channels, increase of personnel's capacity, employment of projects to eradicate poverty, enhancement of local economy, moderating permits and other activities related to public service can be observed in the different provinces. There are a few innovations known well for their ability to provide interesting lessons that can be used by other provinces wanting to reform. According to Rauh, Kirchner & Kappe, (2011), bureaucratic reformation through reinventing local government will only work if there are constant innovations and breakthroughs to improve performance and network so that the changes can more quickly spread and obtain support. Bureaucratic reformation is executed in a plan to create good governance (Quah, 2013). In other words, Bureaucratic Reformation is a strategic step to develop the nation's apparatus to be more productive and effective in supporting general work of the government and for the national development.

The reality of today's bureaucracy is one that emphasizes on authority but lack the support of professional apparatus, suitably competent in their own fields of function. The employment system has yet to be based on the merit system though the merit system has political consequences (Black, 2001). For instance, when the number and qualification of PNS matches the vacancies available, a possible impact would be that there will be more PNS being retired (James, 2006). This is what causes local government's bureaucracy to suffer due to insufficient support from its environment. Therefore, this research article would explore how clean government and good governance in West South was conducted to enhance transformation process.

2. Literature Review

According to Arko-cobbah (2006) when a community's development grows more complex, there is a need for a rational institution or organization, namely bureaucracy. In this bureaucracy, a conduct that is not only productive but also loyal to its leader and organization is structured. Impersonal conduct should be inspired. Family bonds, social clusters and so on have no place in a bureaucracy department. Because of this, members of the organization should be positioned based on their own abilities, which is developed and guided by clear and firm regulations in carrying out their duties (Gamlath, 2013).

In its development, however, the old practice doctrine above faced several problems. For example, it was convinced that bureaucracy is the utmost ideal organization whereas in reality, its development can change to become very rigid, difficult and full of red tapes. Meanwhile, Budd, (2007) was convinced that there is only one way of doing a task whereas in reality, with all the advancements of today, there are many other ways to best do a task. An example would be technology and engineered inventions and knowledge. Similarly, Wilson tends to see the public administration world as a non-political activity whereas in reality, it is indeed political (Wekke and Lubis, 2008).

Even so, from this OPA paradigm, we can learn that in order to develop the nation's apparatus or reform its bureaucracy, professionalism is required. Required are the principle practices of knowledge, impersonal relations, firmly setting the rules and standards, neutral behaviour that encourages efficiency and productivity to achieve the ultimate goal and mission of an organization (Prasad, 2008). Based on these, it is the author's humble opinion that stemming from this doctrine, principles and features of past paradigm will be better suited for reformation in the field of politics, law and peace. For these fields, the government should not discriminate, and rules and procedures must not be disregarded, also the government should be firm. In addition, the doctrine and principles of the past paradigm are better suited as resource and academics for those elites in the government to reform the bureaucracy or develop the apparatus of law and peace (Meier, O'Toole Jr., and Nicholson-Crotty, 2004).

3. Research Method

The study will be conducted in West Sulawesi Province - West Sulawesi Province Regional Inspectorate to be exact. The selection of this location was based on several considerations. Firstly, West Sulawesi Province is the 33rd province in Indonesia to be formed under the Law Number 26 Year 2004 – the outcome of the expansion of South Sulawesi. Secondly, West Sulawesi Province is one of the provinces that signed a Memorandum of Understanding (MoU) with the Ministry of Administrative Reform and Bureaucratic Reform. Thirdly, head of office including the

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