

Implementation of Bureaucratic Reform at IAIN Palangka Raya

Puspita

State Islamic Institute of Palangka Raya

puspita@iain-palangkaraya.ac.id

Ajahari

State Islamic Institute of Palangka Raya

ajahari@iain-palangkaraya.ac.id

Im Wasliman

Nusantara Islamic University of Bandung

profimwasliman@gmail.com

Eva Dianawati

Nusantara Islamic University of Bandung

evarief@gmail.com

Abstract:

The implementation of bureaucratic reform in the educational institution system in Indonesia has carried out many substantive transformations in various dimensions. This is because it can be reviewed through the implementation of bureaucratic reforms that focus on services in order to monitor and evaluate performance in the organizational and human resource dimensions. This research aims at reviewing services as evidenced by policies on implementing actions on the organizational and human resource dimensions at IAIN Palangkaraya. This research is descriptive qualitative research obtained from interviews. Data collection techniques were carried out by triangulation and data analysis using

inductive data reduction, presentation, and verification techniques that emphasized meaning. This study explains that the implementation of bureaucratic reform at IAIN Palangka Raya has gone well in terms of the organizational and human resource dimensions. Although there are several notes, such as ease of access to service information at IAIN Palangka Raya, which can be improved so that it is right on target. This is expected to generate benefits for the implementation of bureaucratic reform as an effort to develop goal-oriented competencies and skills. In addition, the draft road map on the implementation of policy reforms can be used as a guide and direction for policy or decision-makers in implementing bureaucratic reforms

Keywords: Bureaucratic Reform, Educational Management, Organizational and Human Resources Dimensions

A. INTRODUCTION

The implementation of bureaucratic changes in the system of educational institutions in Indonesia has carried out a lot of substantive transportation arrangements in various dimensions. However, in practice, it still has not shown its existence or progress. It can be said that this is still at a crossroads because there are still problems that arise side by side, such as economic and social turmoil, which then transforms into a political crisis, which is getting stronger. Agus (2010) said that the implementation of bureaucratic reform in Indonesia is still at a crossroads. So that the argument is that the implementation of the reform of the bureaucratic system really needs substantive and comprehensive management and improvement in the aspects of managing change and renewal.

Draba (2019) also agrees that the implementation of bureaucratic reform is an effort to make fundamental changes and renewal of an implementation system in aspects of work management through institutional (organizational) processes, and human resources. In this case, the big challenge faced by the bureaucracy is how they are able to carry out activities efficiently and effectively (Cordella & Tempini, 2015). Periodization of the smooth running of efficient and effective activities is the most important thing in the journey of bureaucratic reform. Efforts to improve the governance of educational institutions are carried out by seeking the best paradigm that can be practiced in the field.

The implementation of bureaucratic reform is a requirement that needs to be met in order to ensure the creation of improved governance of educational

institutions for the creation of an ideal bureaucracy that is prime in the dimensions of the organization and human resources. Priority bureaucratic reforms can improve service quality such as service compliance titles, innovation competitions, Self-Assessment for the Implementation of Bureaucratic Reform (PMPRB), assessment of excellent service image, excellent service awards held by ministries or institutions, and so on. This is done to support good and excellent organizational governance, as well as to implement the Regulation of the President of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010 – 2025 (Hanafi & Harsono, 2020).

Performance that focuses on bureaucracy in order to monitor and evaluate services will make a very big contribution (Hidayat & Nasution, 2017). In order to ensure the quality of effective service bureaucratic reform management, educational institutions need to establish planning and governance of bureaucratic reform in a planning document that can be understood and implemented by all parties and stakeholders with an interest in the organizational and human resource dimensions.

Though organizational potential and human resources, it is hoped that it will be able to show a real contribution to the implementation of bureaucratic reform in improving the quality of educational institution services as a whole. However, the commitment and support of top management of educational institutions and other stakeholders remains the main key. The meeting of the same perception between the two components in determining goals, strategies and objectives is the main capital for the success of bureaucratic reform.

Some relevant studies have been done by other researchers. They are managed campaign and bureaucratic institutions in China (Zeng, 2020), bureaucratic behavior in the Dominican Republic (Oliveros & Schuster, 2018), and bureaucratic effectiveness in the Ghanaian civil service (Rasul et al., 2018). In the Indonesian context, some scholars have studies this similar topic (Rizqyanto et al., 2022; Rohayatin et al., 2022; Turner et al., 2022).

Based on the explanation above, the question arises how and whether bureaucratic reform has been carried out according to the program and as expected. In this case, the author's research object will discuss the implementation of bureaucratic reform at IAIN Palangka Raya. The choice of location for this research was due to the fact that IAIN Palangka Raya planned to become an educational institution with an Integrity Zone (ZI) and confirmed its determination to become a Corruption-Free Region (WBK) campus as well as a Clean and Serving Bureaucratic Area (WBBM). Based on the description

above, the authors are interested in conducting research with the aim of reviewing services as evidenced by policies on implementing actions on the organizational and human resource dimensions. At the same time to simplify and speed up services with the title implementation of bureaucratic reform at IAIN Palangka Raya.

B. RESEARCH METHODOLOGY

This type of research is qualitative descriptive in nature, namely data in the form of words obtained from interviews, field notes and other documents. This type of qualitative research describes problems and data through connected words or sentences so as to get the results of the research (Sugiyono, 2017). The qualitative research method is a research method based on the philosophy of postpositivism, used to examine the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument. Data collection techniques are carried out in a triangulation (combined) manner, data analysis is inductive or qualitative in nature and the results of qualitative research emphasize meaning rather than generalization (Saputra & Rahmatia, 2021). Types and sources of data in this study using primary and secondary data. Primary data in the form of subject opinion using the results of interviews and observations. Secondary data is in the form of information obtained indirectly, but obtained from electronic media, in the form of reports, books, journals and others related to the research problem being researched and studied (Creswell, 2019).

C. RESULTS AND DISCUSSION

1. Bureaucratic Reform Review

According to KEMENPAN-RB, the implementation of the Bureaucratic Reform program has become a national priority since the issuance of the Grand Design for Bureaucratic Reform in 2010. It has been almost a decade since this has been going on, in general bureaucratic reform still faces many obstacles and challenges, both from internal and external governments. The implementation of bureaucratic reform, especially in the dynamics of the development of islamic education based on Zurqoni et al. (2019), found that various bureaucratic reform programs had minimal value because the implementers did not understand the philosophy of the program being implemented on the organizational and human resource dimensions (Supriyadi et al., 2021).

Programs are often adopted from other areas that are considered successful, even though contextually they are not in accordance with the needs of the regions that adopt the program in terms of organizational effectiveness (Kori et

al., 2015). This happened because the preparation and implementation of various reform programs carried out by ministries or agencies or local governments were aimed only at fulfilling the evaluation indicators set by the Ministry of Administrative Reform and Bureaucratic Reform, but did not address problems both internal and external to the bureaucracy. Seeing this condition, the strategy can focus on the organizational and human resource dimensions that need to be the focus of the government.

The learning process in the transfer of policies from ministries or institutions or local governments that are considered relatively successful in implementing Bureaucratic Reform policies is absolutely necessary. It is based on Kurniawan (2017) can improve performance for the implementation of policy implementation. Efforts should not only be made to increase the contextual adaptation of each agency in its implementation but also to create new values within each agency that support the internalization of changes in its mind-set and culture-set in the organizational and human resource dimensions (Ananiah et al., 2020).

2. Indicators of Bureaucratic Reform

Bureaucratic reform is a field of study that attracts various groups, including educational institutions. This study reinforces previous research on educational institutions regarding the islamic work ethic in providing the role of religious principles on work performance in tertiary institutions based on Noer (2022). This is interesting because the role of the bureaucracy is very large and varies in realizing the goals set. This condition is because even though the public often criticizes the bureaucracy, they cannot escape the grip of the bureaucracy in its management (Pratiwi et al., 2022; Sawir, 2020). Bureaucratic reform is also a planned, systematic and measurable change in the framework of changing the local government order, so as to be able to create a transparent, accountable and clean government system.

Apart from that, to measure the success of achieving goals and objectives, target indicators for Bureaucratic Reform were also set in the dimensions of organization and human resources. Determination of indicators of goals and objectives is carried out by considering various things that can represent as closely as possible the profile of the desired bureaucracy and is more objective because it uses indicators of success of Bureaucratic Reform photographed by international institutions and used by many countries in the world.

The purpose of implementing Bureaucratic Reform is as a basis for decision making at various levels. The goals of Bureaucratic Reform are aligned with the

goals of a clean and accountable bureaucracy, capable bureaucracy and excellent public services. The three goals of Bureaucratic Reform are believed to be the main levers for achieving the goals and their various indicators. In addition, the determination of the three targets above also considers the sustainability of the Bureaucratic Reform goals by taking into account the strategic environment. In this case, the strategy for implementing bureaucratic reform in the three target indicators of Bureaucratic Reform can be reviewed through; service policies, HR professionalism, infrastructure, public service information systems, consultation and complaints, and innovation (Tim Pusat Penilaian Pendidikan, 2019).

Table 1. Operational Concept

Variable	Indicator	Sub-indicator
Implementation of Bureaucratic Reform at IAIN Palangka Raya	Service Policy	Actions at the same time to facilitate, speed up public services
	HR professionalism	Providing optimal and excellent service to the community. There was a change in attitude from being less responsive and responsive to being fast, precise and responsive.
	Facilities and infrastructure	Gives freedom, comfort, a sense of security. Clean rooms with adequate facilities for people who will request services.
	Public service information system	Ease and availability of public information media. There is storage, management and delivery of service provider information to the public.
	Consultations and Complaints	Includes actions in the ease of interaction and good communication. Understanding the needs of customers.
	Innovation	The act of updating something that already exists in order to provide excellent service to the public. Creating a public service interaction creativity.

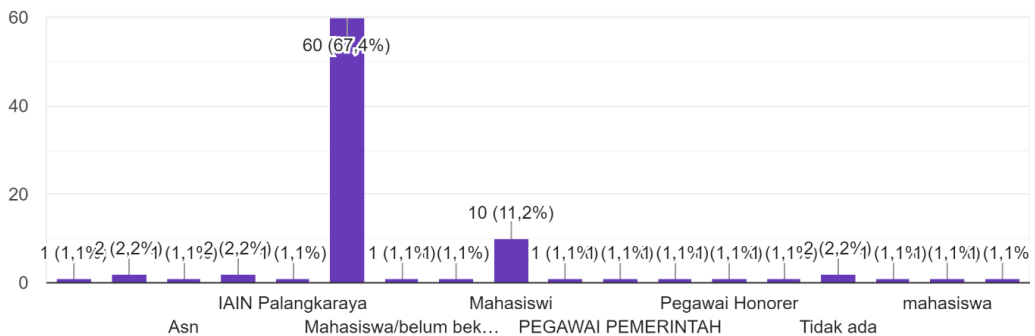
Source: Authors' analysis (2022)

3. Implementation of Bureaucratic Reform

This study explains that bureaucratic reform is one of the first steps to structuring a good, effective and efficient government administration system, so

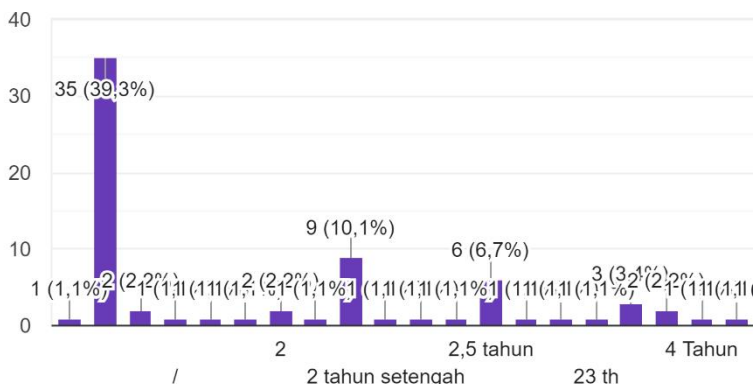
that it can serve the community quickly, precisely and professionally. In this study, IAIN Palangka Raya was reviewed as a research object. The review was carried out by disclosing the services at IAIN Palangka Raya regarding the extent to which the implementation of bureaucratic reforms had proceeded according to the program and as expected in the organizational and human resource dimensions. To clarify the review, this study uses the target indicators of Bureaucratic Reform through; service policies, HR professionalism, infrastructure, public service information systems, consultation and complaints, and innovation.

Graph 1 will explain the respondents from the work side. The review was conducted on people involved in bureaucratic services at IAIN Palangka Raya. It can be seen that the majority of respondents are students with a percentage of 67.4%, and the rest are civil servants, honorary employees, and do not yet have a profession. The selection of respondents from the work side is reviewed because it is to see the implementation that has been implemented as executors or users of the bureaucracy.



Graph 1: The work side

Graph 2 explains from the point of view of the length of time the work or profession is carried out. The choice of this variable is due to see the implementation of bureaucratic reform has been running from time to time. This is done to review the effectiveness of service governance at IAIN Palangka Raya. It can be seen that the respondents in this study had a minimum work span of 2 years, both as executors and users in the implementation of the bureaucracy at IAIN Palangka Raya.



Graph 2: The length of time the work or profession

From the results of the review it was found that the procedures or policies that have been implemented have facilitated and accelerated services at IAIN Palangka Raya. These results were obtained through interviews with respondents who explained that the implemented framework was process and result oriented. The terms of service provided at IAIN Palangka Raya are considered clear because they classify the objectives and administrative structures needed by the organization. In addition, the implementation applied to services at IAIN Palangka Raya can solve several human resource problems, even though the time needed is sometimes not according to schedule. An overall review of this study found that there was a match in the implementation of bureaucratic reform which will be detailed in table 2.

Service Policy	Simplify and accelerate public services by increasing commitment
HR professionalism	Creating an effective and efficient bureaucracy to develop competence
Facilities and infrastructure	Providing flexibility, comfort and a sense of security as a form of excellent public service
Public service information system	Transparent management of activities carried out openly so that they can be monitored and evaluated
Consultations and Complaints	Maintain good relationship and communication to understand needs
Service innovation	Provide original creative ideas and ideas to adapt by modifying opportunities that provide benefits

Figure 3: Bureaucratic Reform Analysis Results

Service policy is an important variable in administration that has a high causal relationship, cannot be separated even though its function can be differentiated. Good service must start from the service policy that has been implemented, so that it has a clear legal basis to prevent irregularities. And vice versa, service policies must have an orientation towards public services so that they are not just formal provisions on paper without giving meaning to public life. The service policy in question is an action to facilitate and accelerate public services to achieve something better. So that to realize this requires a commitment and readiness of bureaucrats in creating policies for an excellent public service.

The professional implementation of human resources is the ability to provide optimal, excellent and responsive services to the community with the aim of creating an effective and efficient bureaucracy in supporting the achievement of good bureaucratic management including in financial management analysis (Ritonga et al., 2021). Human resources are the central point for achieving competitive advantage in the global era, by continuing to develop their competencies, especially in providing excellent service to the community and completing their tasks quickly in accordance with their respective duties and responsibilities. Professionalism is someone who has adequate knowledge and skills in carrying out activities or tasks, especially to become tolerant Muslims in Islamic educational institutions (Muslimah et al., 2021). This is intended so that the discussion focuses more on employees as those who provide community services which are the target of the bureaucratic reform program itself.

The implementation of facilities and infrastructure is an important part of bureaucratic reform in the public service index. Providing freedom, comfort, a sense of security in a clean room with adequate facilities for people who will request services. Adequate buildings, for example, provide flexibility and comfort for people who request services. It is time for the public service space to become the property of the community as the recipient of services providing community needs that must be met properly. The necessary facilities and infrastructure must also be adequate. So that when people do services they will feel comfortable, safe and peaceful. Clean rooms and complete facilities as well as adequate facilities and infrastructure make people feel at home. It is also an excellent form of public service.

Storage and management of information and delivery of information from public service providers to the public. To fulfill the above elements, the provision of technology and information is an important part that must be continuously developed by the government in providing services to the

community. Internet has become a habit and needs of today's society in obtaining information. Therefore, transparent management of activities is carried out openly and is known by all levels of society and apparatus so that it can be monitored and evaluated by all parties. For openness this activity is carried out as it should. All activities are carried out openly, the public is given information related to activity planning and also the technical implementation of administrative services.

The implementation of consultations and complaints is a matter that includes ease in making relationships, good communication, and understanding the needs of customers, namely the public. The development of a community management system is no less important in realizing the ideal public service bureaucratic reform. The same is the case with consulting, which is an understanding given by employees to the community in various matters of service administration, the truth is that people who don't know enough understand and from there a close relationship is established, so that excellent service can be realized properly. Public service innovation is a breakthrough type of public service, whether it is an original creative idea or idea and an adaptation with modifications that provide benefits to society, either directly or indirectly. This condition is very important for tolerance in multicultural life Muslimah (2018), especially in the dimensions of organization and human resources.

The results of this study support the research by Haning (2018) that the research illustrates that bureaucratic reforms carried out are generally related to two dimensions, namely the organizational dimension and the human resource dimension. 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, performance.

On the other hand, employees have shown their responsibilities to the fullest even though the service at IAIN Palangka Raya should be improved. This can be started from the completeness of supporting facilities and infrastructure as easy access to information on services at IAIN Palangka Raya so that they are right on target. Several respondents revealed that employees at IAIN Palangka Raya were responsive in providing consultations and service complaints to students and/or the academic community. The innovations made at IAIN Palangka Raya in providing excellent service to students and/or the academic community focus on objectives and administrative structures.

Nevertheless, the enthusiasm of students and/or the academic community as executors and users regarding the services provided at IAIN Palangka Raya is very great in responding and implementing service bureaucratic reform. This can be beneficial for bureaucratic reform as an effort to develop goal-oriented competencies and skills, experimentation and innovation, professionalization and moral improvement, and a code of ethics for effective public sector ethics.

Thus, the results of this study reveal that the road map which is intended as a guide and direction for policy or decision makers in implementing bureaucratic reform has accommodated various theories and research (Commonwealth Secretariat, 2016; Haning, 2018; Simaela, 2019; Mulyadi, 2019; Ginting et al., 2011).

D. CONCLUSION

According to this study, the implementation of bureaucratic reform at IAIN Palangka Raya went well. Although there are some notes that could be improved, such as easy access to information on services at IAIN Palangka Raya, they are right on target. This is expected to provide benefits for the implementation of bureaucratic reform as an effort to develop goal-oriented competencies and skills, experimentation and innovation, increase professionalism and morale, and develop a code of ethics for effective public sector ethics. Furthermore, the draft road map for the implementation of policy reforms can be used as a guide and direction for policy makers or decision makers in carrying out bureaucratic reforms.

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