

Bureaucratic Reform to the Human Resources: A Case Study on the One-Stop Integrated Service

Yusriadi*

Sekolah Tinggi Ilmu Hukum Pengayoman, Bone, Indonesia

Abdul Sahid

Sekolah Tinggi Ilmu Administrasi YAPPI, Makassar, Indonesia

Indriati Amirullah

Sekolah Tinggi Ilmu Administrasi YAPPI, Makassar, Indonesia

Abdul Azis

Sekolah Tinggi Ilmu Administrasi YAPPI, Makassar, Indonesia

Anne Abdul Rahman

Sekolah Tinggi Ilmu Administrasi YAPPI, Makassar, Indonesia

Abstract

Bureaucratic reform is an effort to make improvements made to the system of organizing matters relating to being institutional, business, and human resources aspects of the apparatus. Human resources are one of the most important factors that cannot even be released by an organization. This study aims to analyze and explain the reform of human resources and their implications for public services in Indonesia. The type of research used is descriptive-qualitative with a case study approach. Data collection techniques used is interviews and documentation. The instruments in this study were the researchers themselves, while the informants used purposive techniques. Data analysis techniques are "interactive models" which include the public, data condensation, data presentation, and verification. The results showed that the implementation of employee capacity building in a one-stop integrated service was well implemented, this was influenced by several factors such as education, training, and assignment, employees understood the responsibilities in carrying out the tasks given by superiors and providing services to the people. The behavior of the apparatus needs to be corrected so that they are oriented to productivity and quality of work and prioritize the benefits of the general public and social justice.

Keywords: Bureacracy reform; Human resources; Public service; Indonesia.



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1. Introduction

The implementation of the one-door service policy in the region is still guided by Presidential Decree No. 29 of 2004 concerning the Implementation of Investment in the Context of Foreign Investment and Domestic Investment of One-Stop Service System and Minister of Home Affairs Regulation No. 24 of 2006 concerning Implementation of One-Stop Integrated Service Guidelines. The local government also wants to know the duties in Law Number 25 of 2007 and Government Regulation Number 38 of 2007. Even though the four laws are one way, by using the Laws and Government Regulations, the making and the one-door service duty become stronger. However, including the form of investment service institutions, confused local governments appear to apply the Government Regulation Number 41 of 2007 concerning Regional Device Organizations.

In this Government Regulation forming one door is not a requirement. In Article 47 it is set that for forming an integrated service unit used words can mean that can be formed, but may also not be formed. Employees are a combination of various regional sector tools. One-stop integrated service policies can support the creation of aspects in good governance and reduce collusion and corruption. Many factors can affect the performance of the government bureaucracy, including the absence of meritocracy (using the best talent) caused, for example, the recruitment process which does not target all segments of society, elections and the progress of civil servants are not based on the capacity, knowledge and skills, in fair competition and open (Yusriadi, 2018a). The existence of appropriate human resources in quantity, very necessary in the administration of regional government human resources is one of the determining factors for successful implementation of regional autonomy. In the discourse on decentralization, human resources are determinant factors and participate in the implementation of governmental authority, in addition to financing and infrastructure factors. Understanding of human resource capacity, in this case, is not differentiated from competence. That is, human resources with high capabilities can only be used if they have prime virtues, with the implementation of capacity building for local government officials in general, creating capable, sensitive and anticipatory government apparatuses, the ability to increase in a fast, precise and accountable context.

The research uses aspects of bureaucratic reform by looking at how many steps are taken in structuring the bureaucracy in order to find good bureaucratic principles so that it can give positive implications in the public service in the licensing field, whether it is in accordance with the needs and strengthening of the community, further constructing concepts in the context of bureaucratic reform, namely resources, which have implications for licensing services.

The expected changes are effective so that bureaucracy reform of human resources can form an ideal bureaucratic format to solve the problem of internal bureaucracy and the results of bureaucratic performance as agents or facilitators of regional development that have implications for public services.

2. Research Method

This research used a qualitative approach based case research to guide researchers in describing how the researcher's attention is theoretically reflected in a case. The researcher conducted a case study on various bureaucratic issues in the human resources of One-Stop Integrated Service (OSS) in Bantaeng Regency with a view to describe the informants experiences related to licensing services. It is for this reason that a qualitative approach is needed to describe a phenomenon that is relevant to the research problem in depth. With this approach would be holistic observation and naturalistic. While the analysis used the approach analyzes interactive model of Miles and Huberman (Miles *et al.*, 2014). The main data of this research gain from the interviews with 3 staffs in the administration of public services, the leader of OSS and also 3 people who used licensing services in Bantaeng Regency. Those participants selected through purposive sampling technique. Therefore, to ensure the degree of confidence of the results of this research, techniques done to maintain the validity of such data among others by the way; a) persistence of observations, b) triangulation, c) Carrying out checks peer through the conclusion of discussion, d) Presenting a detailed description and d) Holding auditing. The data analysis technique used in this research was the interactive model (Miles *et al.*, 2014). This analysis consisted of three basic components namely; data reduction, data presentation and conclusion or verification, the mechanism took place interactively. The analysis started from the data collection and continued until the time the research ended.

3. Results

Good public service organizations must have qualified of human resources personnel in accordance with the needs of the organization. In addition, the availability of human resources must be balanced with the volume of work that is a burden on the organization (Yusriadi A. H. and Ihsan, 2017). Therefore to improve the quality of public services, then in need to increase the capacity of human resources, has a strategic role as a driver of bureaucratic reform.

Related to efforts to improve the quality of public services, it needs to be supported by reliable human resources, as well as facilities and infrastructure including information technology (IT).

Therefore, human resources are the key to successful public service organizations must get primary attention in improving service quality. By this, organizations are required to intensify and programmed to carry out the process of selecting and placing human resources, namely by drafting clear policies and rules related to the requirements for the work to be filled and implementing a standard system as a guide for activities.

Thus the selection and placement of employees are adjusted to the competencies in the list, which is called the right person in the right place, which is determining the right people in each form and type of work. This is important because it will be one of the determinants of the success of public services. Based on the results of research at the Bantaeng District Investment and One-Stop Service (DPMPSTSP), in getting information the number of employees at unlimited is still limited compared to the volume of work as a one-door service, as an illustration of the number of employees, can be seen in the following table.

Table-1. The number of one-stop integrated service personnel in Bantaeng Regency

No.	Education	Government Employees	Temporary Employees	Total
1	Master	1	-	1
2	Scholar	6	4	10
3	Diploma	1	-	1
4	High School	4	6	10
	Total	12	10	22

The results of interviews with the technical team from the One-door service, that the number of civil servants has not met the needs, to settle these matters, an honorary employee or an employee with a non-civil servant status is usually used as a Non-permanent Employee. The results of interviews with ML (informants) are as follows:

“Regarding human resources in this office, there are 12 civil servants, it counted less to provide maximum service, in this office, there are non-permanent employees employed as many as 10 people”(interview, March 2017)

Listening to the narration of the one-door service technical team can be concluded that the employees are limited or employee qualifications do not match the needs of the organization if compared with a large work volume as a public service office in the licensing administration in the city.

Limitations of human resources in public service organizations, effect on service quality. Interpretation of the results of the interview, namely, that this office is not right to say that it is a shortage of employees because of the presence of temporary workers, but it is more appropriate that the qualifications of existing employees do not match

those requested by the organization. This condition will certainly have an impact on overall organizational performance. Public service is the right of all citizens. Therefore, the public service bureaucracy has a duty to develop a service management capable of guaranteeing all citizens without exception in order to access public services (Niswaty *et al.*, 2015). In this study, the development of one-stop integrated human resources in Bantaeng Regency reviewed through indicators, namely the process of capacity building for local government officials with education and training, formal education, and assignments.

3.1. Education and Training

One of the processes in developing the capacity of the apparatus is education and training activities. Because of this, education and training programs need a lot of time, funds, and energy, almost all organizations implement it and mention the costs incurred as an investment in the field of human resources, learning through training and materials relevant to employee work, in the hope that employees can accommodate growth, development of service needs for the community.

Article 31 of Law Number 43 of 1999 stipulates that to achieve the greatest utilization and use configuration and implementation of education and job title training that aims to improve service, quality of expertise, and skills, for the implementation of this article, Government Regulation Number 101 of 2000 concerning Education and Job Training is issued.

In Article 1 number (1) Education and Training are the processes used in order to improve the ability of employees. Education and training are part of an employee career coaching system that focuses on developing personnel. Article 2 states the objectives and training as follows:

- a. Increase knowledge, expertise, and ability to be able to perform tasks well and according to needs.
- b. Creating apparatuses that are capable of being used as renewal and an adhesive of national unity.
- c. Strengthen the attitude and spirit of devotion that is oriented to service, protection, and community empowerment.
- d. Creating a vision and thinking patterns in carrying out the tasks of government and development for the realization of good governance.

This type of education and training can be distinguished from the aspects of the implementation time which consists of:

- a. Pre-service education and training which is a requirement for the appointment of full-time civil servant candidates to become civil servants
- b. Education and training in office, Education and training in the position divided into leadership training, functional training.
- c. Specific Education and Technical Training.

One of the indicators in the development is equalization of one-stop service apparatus to participate in economic training so that there is equal knowledge and technical skills for one stop service apparatus, one form of technical training conducted is training in the use of electronic service applications, this was done because one-stop service Bantaeng Regency provided online services.

The results of interviews with FT (informants) related to the opportunity to participate in certain technical training courses, as follows:

"Equity related to training, in this office employees have the same opportunity to take part in training, which is adjusted to their duties and functions, so there are no exceptions in training "(Interview, April 2017).

The results of the interview indicate that employees have the same opportunity to participate in certain technical training. The same thing was mentioned by MW (informant) as follows:

"In involving employees to attend technical training tailored to their respective duties, and then the leadership recommends the employees to be assigned" (Interview, April 2017)

These results show in follow technical training based on their duties and functions. In the search, the researcher showed the intensity of the implementation of technical training very often do, thus the interest of a large number of local government officials to follow.

Related to this in the concepts of apparatus capacity building should do information equalization through assignments to officials who have followed technical training then deliver the material training internally to local government officials. The intensity of activities such as the results of interviews with employees who have followed technical training in accordance with the main duties and functions after participating in technical training.

"Usually after attending technical training, employees report to the leadership about the results of the training followed, after that conveying to other friends related to the training that has been carried out, this is done so that friends who do not take part in the training can also get knowledge related to the results of the training "(Interview, April 2017)

These results indicate that the obligations of employees who have followed technical training report to the leadership and tell the coworkers about the training that has been followed. This is one process that can reduce the gap in knowledge and skills among employees who have followed the technical training and those who have not. From the results of capacity building through technical training, it can be concluded that the intensity of capacity building through technical training is effective.

3.2. Capacity Building Through Formal Education

One form of capacity building through the level of education as a form of formal education at certain levels of education, in assessing capacity building through formal education, the indicator used in this study is the quantity of

education level. The quantity of Bantaeng Regency's one-stop service apparatus with the last education level can be seen in the following table:

Table-2. Employee Data is a one-stop service for Bantaeng Regency with the latest Education Level

No.	Education	Government Employees
1	Master	1
2	Bachelor	6
3	Diploma	1
4	Senior High School	4
	Total	12

The data shows that motivation in capacity building through formal education is high not only at the undergraduate level but also at the master's level of education. In developing the capacity through formal education the relevance between education and previous majors and the suitability of the concerned task field as well as the status of educational institutions are taken into consideration.

The results of the interview with UF (informant) revealed that:

"In paying attention to education level, we consider relationships between previous education majors with the task to be selected and the suitability of the program with the field of duty of the employee concerned." (Interview, July 2017).

With an increase in formal education will increase the capacity of being concerned. Related to this the results of interviews with HM (informants) as follows:

"There is a significant difference before and after following a formal education especially in dealing with problems, usually highly educated understand faster or understand if they are getting certain tasks or jobs" (Interview, July 2017).

These results indicate that there were significant increases before and after follow formal education especially in terms of the ability to analyze and understand the problem in carrying out tasks, so the opportunity is given to attend formal education not only will it later affect their careers but it does have an impact on the apparatus in carrying out their duties.

In the formal education, an indicator can be concluded that the quantity of apparatus with formal education within the scope of one-stop service of Bantaeng Regency is still lacking, who only has one master certified employee. Furthermore, the results of the interview can be concluded that having formal education has an impact on increasing their capacity, especially in terms of analyzing abilities and completing the tasks and problems that exist.

1. Assignment

One of the important things in the concept of capacity building in giving assignments is suitability between the duties and functions of the employees concerned with the type of assignment given so that each employee has professionalism in the main task and there is no overlapping so it can cause conflict between the apparatus. Related to this following interviews with GS (informants) concerning the suitability between the assignment and the main duties and functions of the apparatus.

"During this assignment has been in accordance with the main tasks and functions because indeed in one-stop service many are related to the technical team so that assignments usually must be in accordance with their respective technical teams" (Interview, June 2017)

From the results of the interview seen during this assignment to the scope of one-stop service still adapted to the main duties and functions of the apparatus concerned, this is inseparable from the tasks and functions that exist in one-stop service, many are technical in nature which does not allow employees from one field to represent other fields.

There is a link between assignments and duties cause there are certain technical fields that get more assignments than other fields, this fact causes a lack of uniform knowledge and skills among local government officials. From the explanation, it can be concluded that capacity building processes through assignments show very good indicators of intensity. The intensity is also high in accordance with the suitability of assignment of basic tasks and functions.

4. Discussion

The implementation of bureaucratic reform has gained a legal basis through the issuance of Presidential Regulation No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. One of Indonesia's agenda on bureaucratic reform is to create Good Governance in Indonesia (Yusriadi, 2018b).

Realizing a professional apparatus in order to demonstrate capacity, identity and hidden potential that exist in every apparatus become an important thought material in the development of human resources especially in the local government at this time. Employee development is an effort to prepare employees in order to be able to move and play a role in the organization according to growth, development and change of an organization (Notoadmojo, 1998).

The condition of our bureaucracy currently still shows the behavior of its apparatus needs to be changed. In a bureaucratic transformation that is changed the not only structure and its function but also the behavior of its apparatus. Bureaucratic transformation is a change in the behavior of bureaucrats, giving new awareness, that the government was formed not to serve itself, but to serve the people. The government can help communities manage resources efficiently and provide appropriate information in conducting activities or anticipating unexpected barriers (Yusriadi S. A. et al., 2018).

This is done by the one-stop service of Bantaeng Regency by doing education and training is a step to do work professionalism in improving service quality. Development is an effort to improve technical capabilities, theoretical, conceptual and employee morale according to the needs of work/occupation through education and training (Hasibuna, 2010).

Empower all components of government bureaucracy (institutions, management, and human resources) in order to become a professional government apparatus. In this connection, you must first understand that reform of our government bureaucracy is not in the sense of totally replacing, for example, by immediately replacing all or most of the civil servants that is with a new one. Therefore, the utilization of the state administration system must also involve other systems.

The state administration system is not a closed system. Government bureaucracy is an opened system and is a part or sub-system of a nation and a state's life system so that its existence and performance are influenced and affect other subsystems. This is in accordance with the concept of Development Administration which is defined as the state administration to support the development and development of the state administration itself. Capacity can be interpreted as the ability of individuals and organizations or organizational units to carry out its main duties and functions effectively, efficiently and sustainably (UNDP, 1998).

Accountability is a measure to show whether or not public bureaucracy or administration by government is suitable with the values and norms in society and whether or not the public administration can accommodate the society needs for real (Sahid and Kesuma, 2016). The success of other systems outside the state administration system sooner or later it will put pressure on the state administration system to improve its performance. Likewise, progress in the development of the state administration system will contribute positively to development activities. Thus there will be synergies between elements in the life system of the nation and state, which will encourage the state administration system to empower themselves through positive interactions between elements.

Empowerment of the state administration system includes human resources. Empowerment of these components must be based on the principles of efficiency and work effectiveness. Required, planned social value correctional strategy to change behavior and bring the principles of efficiency and effectiveness to life within the government apparatus, as well as the wider community.

With this form of improvement in human resources, as done by one-stop service Bantaeng Regency is the development of human resources both in terms of quality (ability, level of education, attitude and career) and welfare. Individual capacity or ability is ability or ability which means that someone who has the ability or ability to do something which is realized through its actions to increase work productivity (Sedarmayanti, 2000). Various technical training needs to be arranged neatly and adjusted to real needs, likewise the career coaching system, including education, training, and assignments and so on. The behavior of the apparatus needs to be addressed to be oriented to productivity and quality of work and prioritizing the interests of the general public and social equity, not group interests including the ruling parties. For this reason, the state apparatus must be fostered as state servants and public servants in the true sense and not as a servant of the ruling party.

5. Conclusion

The implementation of employee capacity building in one-stop service has been carried out properly, this is influenced by several factors such as education, training, and assignment, employees understand and understand their responsibilities in carrying out the work given by their supervisor and in providing services to the community.

It is expected that the one-stop service of Bantaeng Regency will always pay attention to employees, by participating in various work-related training so that the development of employee capacity can run optimally. Every employee always improves professionalism as a civil servant according to its duties and functions, by always having a sense of responsibility for the work given.

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