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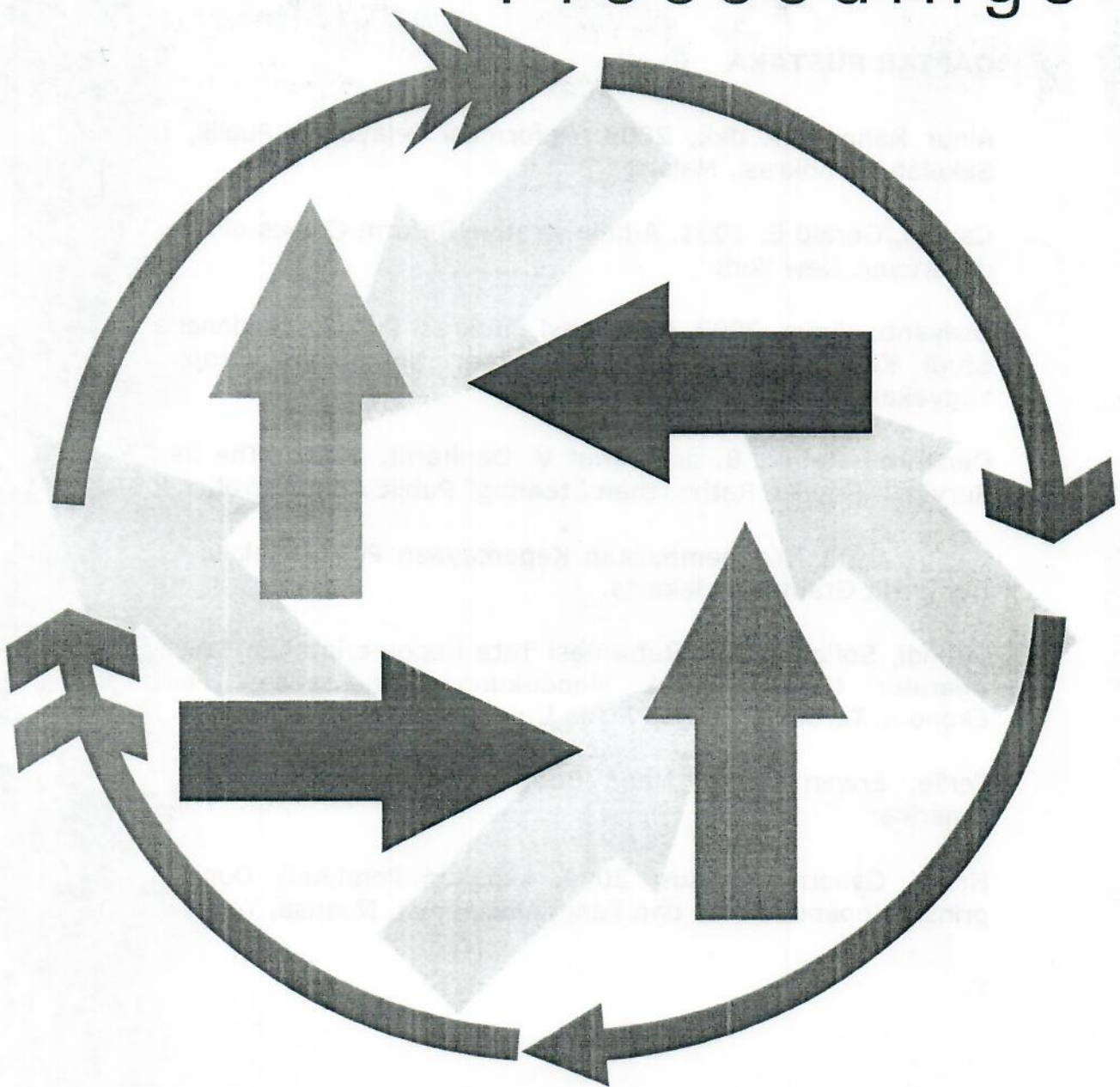
ASPA INDONESIA
for governance reform



UNIVERSITY of BRAWIJAYA
E S

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Public Management Proceedings



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Goes To Clean Bureaucracy

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Abstract: *One challenge in this globalization era is bureaucracy reformation, it is an issue to achieve Good Governance. Although bureaucracy reformation has implemented to improve public service and bureaucracy structure simplification, but it is not optimum succeed.*

The failure of bureaucracy reformation is attitude of civil servant. The recently example is 'rekening gemuk' belongs to junior civil servant, a fantastic amount. According to the salary of civil servant this is impossible and may indicate a corruption in the junior civil servant.

There are some causal factors of deviated attitude among civil servants, they are:

- a. Factor of socio-culture that positions civil servant in the medium to high social strata which is generally considered as rich. Therefore they must attend all social events which is related to socio-culture value such as wedding party; circumcision moreover a childbirth. And these conditions require high cost.*
- b. Factor of life style. Civil servants have relatively high standard of life such as golf; luxury car collection, luxury clothes.*

These conditions must be followed up by the government, especially mindset of civil servants to achieve clean bureaucracy.

Keywords: Clean Bureaucracy, Bureaucracy Reformation

Background

One great challenge in this globalization era is bureaucracy reformation, it is an issue to achieve Good Governance. Although it has conducted for years ago, it left behind than politic, economic, and law reformation. Therefore in 2004 the government has reaffirmed the significance of principal implementation of clean government and good governance (Decree of State Ministry of Efficient Utilization of State Apparatus and bureaucratic reformation, 2010). This is principal in order to give excellent service for society, and the main program of government is to develop state apparatus.

Reformasi birokrasi memiliki beberapa misi sebagai berikut :

- Membentuk/menempurnakan peraturan perundang-undangan dalam rangka mewujudkan

- Melakukan penataan dan penguatan organisasi, tatalaksana, manajemen sumberdaya manusia aparatur, pengawasan, akuntabilitas, kualitas pelayanan publik, *mind set dan culture set*
- Mengembangkan mekanisme kontrol yang efektif
- Mengelola sengketa administrasi secara efektif dan efisien

Bureaucratic reformation has mission as follows:

- to create/complete regulation of law in order to achieve good governance
- to manage and organization reinforcement, governance, human resource management of apparatus, supervising, accountability, quality of public service, mind set and culture set.
- to develop effective control mechanism
- to manage administrative dispute effectively and efficiently

However, bureaucratic reformation has not achieved maximum results to date. The indication of lack performance is attitude of junior civil servant as apparatus which is recently shows deviate attitude which is found 'rekening gemuk' belongs to junior civil servant, nevertheless mostly of them are level III. The condition of account ownership and exceed the rational calculation if calculated by payroll is definitely make a question how they afford this. According to the remuneration structure in Government Regulation of the Republic of Indonesia Number 11 of 2011, basic salary of civil servant level IIIa with 10 years of service is Rp 2,180,300.-. The ownership of 'rekening gemuk' is an indication of corruption in bureaucracy and finally impacts service to the society.

Junior civil servant as government apparatus is a part of bureaucracy must be able to maintain the attitude hence the aim of bureaucratic reformation is maximum achieved. The understanding of bureaucratic reformation is not only structure sector or procedure simplification but also requires management of government apparatus because the main purpose of bureaucratic reformation according to Decree of State Ministry of Efficient Utilization of State Apparatus that is to develop government apparatus. The ownership of 'rekening gemuk' shows that there is deviation in attitude of government apparatus especially in the case of corruption acts.

Whereas the aim of reformation is to create professional government bureaucracy of adaptive, integrity, high performance, clean and free of corruption, collusion and nepotism (KKN), public serving, neutral, prosperous, dedicated and heading towards to principal value and government apparatus rules (Grand Design of Bureaucratic Reformation, KEPMENPAN 2010).

Forcing Factors of Perversion

It is known that involved process to realize an action related to moral values in human occurs so complicated. In the society, factors which forces someone's attitude is interactively influence. Basically perversion actions are known as individual attitude out of existence norms. It is simplify stated that someone act perversion if most people assume that the attitude is unconventional, out of custom, norms, values, or the prevailing social norms. (Dwi Narwoko and Bagong Suyanto, 2004-78).

According to the definition above, it is stated that basically the attitude among government apparatus especially civil servant, and bureaucratic performance in a state are related to type of culture, social system, tradition, religion, culture, economics, population

and politics in the society. According to Austion and Migdal (Budi Setyono, 2004-23) proves that bureaucratic attitude of non-bureaucratic elements which exists in the state.

Therefore these two factors influence attitude of government apparatus, they are:

Internal factors It is the environment which the civil servant working that automatically abiding the person inside. Formal rule is the reference of daily duty. Government apparatus must obey the rule which is created without any exception, each civil servant must behave appropriate to his/her position in the formal structure and existed system.

These factors make civil servant are not able to work in accordance with the custom rule because of pressure and duty as a leader. Formal structure causes the officer inside especially who has high level structural functionary will use their authority excessively. The indication is found by the large amount of cases which involves civil servant or public official practicing corruption, collusion and nepotism.

Other difficulties internally faced by civil servant that income source of a bureaucracy institutions are restricted that is post has been decided, therefore the addition of salary will be in difficulties. Hence there are many ways to increase salary, although they use deviating ways of the rules.

External Factors

External factors that encourage civil servants of deviation is indicated by sociological aspects relating to social values and norms and tradition (culture). In sociologic there are still many people who assume that civil servant is a work that has its own prestige. Therefore there is a social value imposed on individuals related to her status as a civil servant. This social value is indirectly affect individual behavior, because they presume financially that civil servants have good conditions, especially if they occupy powerful important functionary.

One example of social values that must be met are usually there is large number of invitations should be attended regards to cultural values. For example, an invitation to attend the wedding party, circumcision or even the birth of a baby. And to attend the invitation inevitably there has to be a special budget, and sometimes they get to spend half of the salary of civil servants. In the reality, there are expectations from the inviters.

Labeling of prestige for the civil servants means placing a person in a particular social class. And the difference in the level of education, wealth, social class differences or status affect the difference in lifestyles and actions (Dwi Narwowko and Bagong, 2004-162).

Lifestyle is a feature of the modern day, or it could be named as modernity. Anyone who lives in modern society would use the idea of the lifestyle to describe their action and others. Lifestyle is patterns that distinguish between the actions of one person to another. (David Chaney, 2011-40). It is also among junior civil servants, because of his formal status causes they have a certain life style that serves to differentiate other groups. This lifestyle can be reflected from the ownership of luxury goods; a collection of luxury motor sports even was chosen high cost sports, golf.

The external pressure that led to some deviate attitude is carried out by junior civil

real fact which is going on, because of their position in the institutions is strategic, then junior civil servants act a corruption, although the classification and the experience is relatively small. The tendency of junior civil servant committing irregularities as an act of corruption is related to motivation of the bureaucrats while registering to be civil servants.

Because of mind set of most people work as civil servant is prestigious job hence since register as civil servant will lead the mind set in the society. There are many ways to be accepted as civil servant. Therefore there is irrational system emerges in the early, closed selection of candidate, no capability and eligibility basis but it is based on close relationship to the functionary and also hush money.

The above condition shows the reality in Indonesia recently. Moreover it is supported by bureaucratic motivation while registering as civil servant that is not to serve and serving but to seek status and salary hence while they are working, their orientation is not appropriate to the main function and duty of bureaucracy. (Budi Setyono, 2004-125).

According to the above description shows that bureaucratic reformation is slowly improved moreover there is no significance progress. Because as stated in the purpose of bureaucratic reformation is there is no corruption, collusion and nepotism. But the intention does not achieve yet.

Therefore to succeed bureaucratic reformation hence it achieve good governance, it requires a change of mind set among civil servant as government apparatus and mind set of people. The expectation of mind set changes among civil servant are:

1. Motivation as civil servant is not to seek prosperous and prestigious
2. To emerge responsibility to serve people not to be served
3. Professionally work

Whereas people should change the mind set of:

1. Do not assume that working as civil servant is prestigious which finally requires high social expense of civil servant functionary
2. Do not merely adjust person by his/her economics capability
3. People should change mind set that the more prosperous man is the first-served in government office.

If among government apparatus especially civil servant with people change their mind set, it is certainly may achieve the goal of clean bureaucracy.

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