

Analysis of State Civil Response to Thematic Bureaucratic Reform Implementation and Perception

Yoki Tulus Sabtian¹, Catherine Eugene Natasha^{2*}, Dhefara Hersaning Djati³

^{1,2,3}Department of Public Administration, Faculty of Administrative Sciences,
University of Brawijaya Malang,
Indonesia

Correspondence*:

Address: Jl. MT. Haryono No. 163, Ketawanggede, Kec. Lowokwaru, Malang City, Indonesia
e-mail: catherinenatashaa@gmail.com

Abstract

Thematic bureaucratic reforms allow the government to focus more on addressing challenges in specific sectors so that the public can feel the results directly. This study aims to explore more profound responses, views, and perceptions of a small number of State Civil Apparatus (ASN) to the Thematic Bureaucratic Reform Reaction. The method used in this study is a qualitative study with an exploratory approach using an open questionnaire that allows respondents to provide narrative responses regarding their views, reactions, and perceptions of the reform program. The study was conducted in the Organization Section of Lampung Province as one of the OPD (Regional Apparatus Organization) that has implemented thematic bureaucratic reforms. The result obtained in this research is the need to better understand the State Civil Apparatus (ASN) in preparing the Thematic Bureaucratic Reform roadmap. However, civil servants have tried to compile the roadmap as a reference for preparing government programs. The involvement of civil servants in preparing the thematic bureaucratic reform roadmap has also been. What can be developed next is the existence of research or socialization related to how to technically prepare a thematic bureaucratic reform roadmap according to procedures so that it can be appropriately implemented.

Keywords: Government, State Civil Apparatus, Thematic Bureaucratic Reform



This is an open-access
article under the
CC-BY-SA license

Received: 10-07-2024 | Revised: 28-08-2024 | Accepted: 14-09-2024 | Published: 26-09-2024

DOI: <https://doi.org/10.26905/jtragos.v2i2.13556>

© 2024 Journal of Transformative Governance and Social Justice

Published by the Department of Public Administration, Faculty of Social and Political Sciences, University of Merdeka Malang, Indonesia.

Introduction

The term bureaucratic reform has often become a topic of discussion in recent years, especially in government agencies in Indonesia. This is related to public demands that the government immediately reform the pattern of service and management of its agencies. President Joko Widodo's statement when conveying the 5 (five) visions of Advanced Indonesia is the basis for the government's efforts to implement bureaucratic reforms to date (Nugroho et al., 2021). President Joko Widodo hopes this vision will help Indonesia face the phenomenal global challenges that are dynamic, fast, complex, risky, and full of surprises known as VUCA (Volatility, Uncertainty, Complexity, and Ambiguity). One of the visions conveyed is Bureaucratic Reform. Bureaucratic reform is a fundamental structuring effort that is expected to have an impact on system and structure changes (Harbowo, 2018; Mustafa, 2013)

Bureaucratic reform policy is a concern today, and it is essential to realize good governance as good governance (Beetham, 2018). To improve the efficiency and quality of public services in specific sectors, it is necessary to have an approach to bureaucratic reform

to achieve the roadmap realization by the objectives for alleviating a particular problem or phenomenon. This approach can be in the form of thematic bureaucratic reforms whose implementation has a primary locus as the target of the program realization goals. This approach aims to adapt bureaucratic reform to the specific needs and characteristics of the sector. In thematic bureaucratic reforms, concrete steps are taken to address existing problems within the industry, thus creating more measurable and significant changes.

According to the Ministry of Utilization and Bureaucratic Reform, the new strategy in the road map Reformation Bureaucratic 2020-2024 is Reformation thematic, often referred to as RB thematic, which will be implemented until 2024. In a very short time, four themes were set for implementing the Thematic RB, namely 1) poverty alleviation, 2) increased investment, 3) digitization of government administration, and 4) acceleration of the President's priorities. Two presidential priorities that must be responded to immediately are increasing the use of PDN and controlling inflation. The Thematic RB concept also includes efforts and means to unravel and answer or address the root problems in governance that are felt directly by the community (Ramadan, 2023). Addressing the root of this problem is expected to accelerate the achievement of development policy goals and objectives and the realization of conditions expected by the community.

Thematic bureaucratic reforms allow the government to focus more on addressing challenges in these sectors so that the public can directly feel the results. It also helps maximize resource use and avoid a one-size-fits-all approach. Thus, thematic bureaucratic reform can improve the quality of life and public services. Through concrete steps such as improving the quality of Sipil N(ASN) paratur, improving public facilities, or infrastructure development, people can feel positive changes that directly affect their lives (Abuhammad et al., 2024). The result is better public services, broader access, and improved overall quality of life. Thus, thematic bureaucratic reforms have great potential to help society and achieve better development goals (Nugroho et al., 2021).

Understanding the State Civil Apparatus (ASN) on thematic bureaucratic reform is fundamental to improving government performance and efficiency. Thematic bureaucratic reform is one of the strategies implemented by the government to optimize public services and improve governance (Badi'ah, 2023). Thematic bureaucratic reform aims to focus the resources and energy of the Sipil Apparatus (ASN) on specific issues that are considered priorities. With a good understanding, Aparatur Sipil Negara (ASN) can work more efficiently in carrying out tasks related to the theme, thereby increasing productivity.

This study explores the more profound responses, views, and perceptions of a small number of S April Apparatus (ASN) to the Thematic Bureaucratic Reform Reaction. The benefit obtained is that it can provide in-depth insight into the views and responses of individual S April N(ASN) to bureaucratic reform programs. The research will focus on Aparatur Sipil Negara (ASN), who is directly involved in implementing the reform program; by understanding thematic bureaucratic reform, Aparatur Sipil Negara (ASN) can focus more

on providing quality public services to the community's needs. This will positively impact public satisfaction with the services offered by the government.

Literature Review

Bureaucratic Reform Theory

Max Weber stated that bureaucracy is an organizational system whose application is based on the goals to be achieved. Bureaucracy is closely related to organizational systems and has a specific purpose (Beetham, 2018). In other words, bureaucracy is defined as a system of authority established rationally by various regulations to organize work done by many people. If the word "reform" is combined with "bureaucracy", The Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan-RB) defines bureaucratic reform as an effort to make fundamental updates and changes to the governance system, especially those related to aspects of implementing excellent service. Thus, bureaucratic reform can be defined as the government's efforts to improve the governance system. This theory focuses on understanding bureaucracy as a system based on the principles of rationality and hierarchy. Max Weber identified bureaucratic characteristics, such as a clear division of tasks, hierarchy, written rules, and specialization. Bureaucratic reform within this framework aims to strengthen efficiency, predictability, and rationality in decision-making (Sedarmayanti & Nurliawati, 2012).

Perception and Response in Bureaucracy

Initially, the concept of perception was used in the business sector to develop how to formulate problems in how users perceive a good or service offered by a company. Philip Kotler says perception is the process undertaken by a person to select, organize, and interpret information to create a significant picture (Kotler, 1973). This perception is related not only to the physical but also to the surrounding environment and individual conditions. However, environmental objects are also sources of information obtained or received. A stimulus is an event that occurs outside a person's environment, which is captured by the nerve cell apparatus and processed by the sensation processing process. Perception occurs when several sensations enter the nervous system's deeper structures.

Over time, the concept of perception was developed in public sector organizations to discover and determine the public perception of public services provided by the government. The research was also conducted on Aparatur Sipil Negara (ASN) 's perception of how understanding is related to the administrative world of public services. The term later evolved into a perception of bureaucratic reform. Afriyana (2022) stated that the perception of bureaucratic reform is critical to improving the quality of public services and the efficiency of government administration. Many people consider bureaucratic reform as a positive step to reduce corruption, increase accountability, and speed up decision-making at the government level. Suppose the knowledge and knowledge of bureaucratic officials still need to be higher. In that case, the concept of a new paradigm in the administration of modern government still

needs to be applied in implementing the public service process (Theresia et al., 2019). Bureaucratic reform is also expected to provide fairer opportunities for the public to interact with the government.

However, perceptions of bureaucratic reform may also vary. Some people may feel the change needs to be faster or more significant. Some worry that bureaucratic reforms could destabilize jobs in the public sector. Therefore, it is essential to involve the public in the bureaucratic reform process and convey information clearly about the objectives, benefits, and steps taken. With increasing awareness and understanding of the importance of bureaucratic reform, public perception will become more positive and support the changes needed to improve the government administration system and public services

Method

This study used a qualitative method with an exploratory approach using an open questionnaire. An open-ended questionnaire that allows respondents to provide narrative responses regarding their views, reactions, and perceptions of the reform program. The study was conducted in the Organization Section of Lampung Province as one of the OPD (Regional Apparatus Organization) that has implemented thematic bureaucratic reforms. The population used as respondents in this study are members of the S ipil Negara (ASN) apparatus who are involved in implementing the program. The sample was selected based on being actively involved in the reform program. Data analysis uses continuous analysis through grouping and categorizing responses to identify common patterns and themes. Through the data obtained, an in-depth interpretation was carried out regarding the identification of views, sentiments, and nuances that emerged from Aparatur Sipil Negara's (ASN) response.

Result and Discussion

Understanding related to Bureaucratic Reform in Aapparatus Sipil Negara (ASN)

Bureaucratic reform focuses on changes covering institutional (organizational) aspects, governance, laws and regulations, apparatus human resources, supervision, accountability, public services, and apparatus mindset and culture (Dwiyanto, 2021). As a development strategy, the Indonesian President's directive on thematic Bureaucratic Reform focuses on four macro themes: poverty alleviation, increased investment, digitization of government administration, and actual programs prioritized by the President and Vice. Where community welfare is the goal of development, like the spirit of innovation in development, thematic RB is policy innovation that will gradually impact the program of activities for each activity. As shown in Figure 1 below, it can be seen that the thematic RB is divided into four main themes, namely 1) poverty alleviation programs, 2) increasing investment, 3) digitizing government administration, and 4) accelerating the President's actual programs.

In its implementation, each OPD can choose one of the themes to focus on in preparing their respective bureaucratic reform roadmaps. The goal is for programs planned by the government, both in the central and local governments, to focus on the problem of handling these strategic issues. In practice, this involves understanding and applying the concept of

bureaucratic reform in the context of specific themes, such as public services, good governance, or innovation. This includes preparing action plans, policy development, and allocating appropriate resources to support the theme. Haning (2019) revealed that effective implementation will improve efficiency, accountability, and quality of public services while encouraging cross-sectoral collaboration. Successfully implementing thematic bureaucratic reforms will create a more responsive and results-oriented government.

In Article 10 of Law A paratur Sipil Negara (ASN) No. 5 of 2014, it is stated that the purpose of A paratur Sipil Negara (ASN) is to carry out public policies, provide public services, and connect and unite interrelated nations. As a public servant, Aparatur Sipil Negara (ASN) can provide professional and quality public services while strengthening the unity and unity of the Unitary State of the Republic of Indonesia with management, technical, and socio-cultural capabilities (Badi'ah, 2023). Thus, the Pusdiklat Pegawai Kemendikbudristek is responsible for building human resources, namely Aparatur Sipil Negara (ASN), which has these abilities and competencies. Tong and apparatus Sipil Negara (ASN) that can carry out its duties and functions and achieve national goals to educate the nation's life amid this very diverse plurality will be increasingly difficult. Not more complicated fits can be obtained, but the potential risks also increase.



Source: Processed by Author from various sources (2023)

Figure 1. Focus on Thematic Bureaucratic Reform

The understanding and views of the State Civil Apparatus (ASN) regarding reform programs are fundamental in the context of government and state development (Afriyana, 2022; Theresia et al., 2019). Thematic bureaucratic reform is an effort and means to unravel and answer governance problems that are felt directly by the community. These reforms are impact-oriented. The thematic RB action plan is an essential complement to the implementation of Bureaucratic Reform that impacts society. Excellent public service is downstream from the main objective of bureaucratic reform, which is to impact the community directly. When the plan that is compiled is concrete and can be realized in the

program, efforts to achieve program success will be completed efficiently. ASN is a public servant, so they should work hard to achieve program success for excellent public service.

Successes and Challenges in the Implementation of Thematic Bureaucratic Reform

Planning, implementation management, and evaluation of monitoring are critical factors for program success. An example is preparing concrete action plans involving collaboration and synergy from various stakeholders that determine thematic success. For example, it is about efficiency and productivity. The success of reform can be seen in improving efficiency in public service delivery and resource management, such as in reducing time in administrative processes or budget savings. In addition, the success of thematic bureaucratic reform is also marked by an increase in public service (Haning, 2019). Success can also be measured by improving the quality of public services, such as increasing the speed of document management, increasing public satisfaction, or reducing burdensome bureaucracy. Successful reforms will increase the bureaucracy's accountability level by reducing corruption, nepotism, and abuse of power. The level of transparency in decision-making and budget use will also increase (Gainau, 2013; Rahman, 2022; Kristiani et al., 2024).

The success of reform can be seen from the ability of the bureaucracy to formulate, implement, and evaluate policies that are more effective and relevant to the community's needs (Susanto, 2016). In this case, cross-sector collaboration is essential, considering the bureaucracy's ability to collaborate with agencies and other relevant parties, such as the private sector, civil society, and international organizations, to achieve the goals set. From all these efforts, the success of thematic bureaucratic reforms can also be measured through the positive impacts felt by the community, such as increasing access to public services, improving the quality of life, or increasing investment and economic growth.

Successful thematic bureaucratic reforms are sometimes easy to achieve and often take considerable time. Careful evaluation and involvement of relevant actors in the reform process are essential to achieve reform objectives. The most crucial thing in thematic bureaucratic reform is the success related to the locus of themes used as references in preparing the roadmap. It can be successful if the problem that is the main focus of handling the problem can be adequately resolved.

In addition to the key to success, thematic bureaucratic reform has obstacles in the preparation and implementation stages. The main obstacle is aligning existing programs and seeking collaboration and synergy between regional devices. Harmonizing existing programs and encouraging cooperation and synergy among local officials is an essential step in improving the effectiveness and efficiency of local government. By harmonizing programs, regional devices can avoid overlapping and wastage of resources, optimize budget usage, and improve services to the community (Mulyani, 2013). Paradise et al. (2021) adds that collaboration and synergy between regional devices allow sharing of resources, knowledge, and experience. This can lead to more holistic and comprehensive solutions to local challenges

like infrastructure development, education, or health services. Thus, local governments can achieve development goals more effectively and benefit the community more.

The commitment of leaders also makes it challenging to implement bureaucratic reforms. This is also related to the first point: the belief that bureaucrats, even leaders, are rulers rather than public servants. This is what causes the relationship between government and society to be different or a relationship that is not comparable. Nevertheless, during this democratic period, the involvement of the community as executors of rights became necessary for the administration of the state and public services. Therefore, the necessary leader is a person who can be trusted, has high integrity, has a clear vision of the future, and is a role model. Leaders must also commit to bureaucratic modernization innovation and enforce laws to prevent maladministration and Corruption Collusion Nepotism (KKN) (Rahman, 2022).

Hopes and Suggestions for the Future of Thematic Bureaucratic Reform

Building good governance is the goal of bureaucratic reform. In other words, bureaucratic reform is a plan to make the state apparatus more effective and efficient in carrying out government tasks and overall national development. In addition, rapid shifts in technology, information, and communication, as well as strategic changes in the environment, demand reform and adjustment of the government bureaucracy to meet the demands of society. Therefore, essential, comprehensive, and systematic steps must be taken immediately to effectively and efficiently achieve the goals and objectives.

Reformation here is a process of renewal carried out gradually and continuously to usher in good governance and clean government (good governance and clean government), which is not included in the definition of radical and revolutionary efforts and actions. The bureaucracy's ability and desire to carry out bureaucratic reform is needed to realign its proper role and purpose as a "public servant." These reforms include behavior change that prioritizes "neutrality, professionalism, democracy, transparency, and independence," as well as improving morale, ways of working, and performance, especially in policy management and public service delivery. In addition, the right leaders are needed for bureaucratic reform, which includes preparing agendas and implementing governance and development policies that support regional competitiveness, resilience, and the interests of the people.

There are at least 5 (five) expectations for implementing thematic bureaucratic reforms for the future obtained from the study results. First, examples of leaders must exist in every regional apparatus organization (OPD). All leaders, also known as structural officials, must be able to set an excellent example in the workplace; in other words, officials must behave in a way their subordinates can follow. So those subordinates will find it difficult or afraid to do despicable or inappropriate deeds. Second, solid regulations and synergies are starting from central agencies to avoid confusion and make sure regions understand the current regulations with the regulation of rules that tighten the occurrence of apparatus fraud. Law enforcement can be carried out when supported by the rule of law that governs it. Third, there is a need for a culture of shame that must be built on every Aparatur Sipil Negara (ASN). All officials and

subordinates should want to create a culture that makes people ashamed of making mistakes. Today, the shame of making mistakes is becoming increasingly expensive and scarce to find, so public servants no longer consider with "taste" whether their actions violate the rules. When shyness becomes a culture in the work environment, bad attitudes of officers will decrease, but when shame no longer exists, a person will be free to do whatever they like.

Fourth, namely, the decisiveness of the leader. Leaders must have a firm attitude when applying applicable rules. In addition, each leader must behave firmly towards their subordinates. This means law enforcement, compensation, and violations must be made. Finally, there is collaboration between regional devices. This is intended so that other regions can cooperate and support each other, especially for cross-regional programs. Collaboration between regions has a crucial role in the development and progress of a country. This collaboration allows regions to share resources, experience, and knowledge to address common problems. First, collaboration can increase efficiency in public resource management, reduce waste, and improve public access to services. Second, through exchanging ideas and best practices, innovation can be accelerated, improving people's quality of life. Finally, collaboration can strengthen consistent regional policies and address shared challenges such as climate change or disaster management. Thus, regional collaboration is essential for economic development and sustainable social and environmental welfare.

Conclusion

Based on the review of data explored in this study, thematic bureaucratic reform aims to accelerate national development, which is realized through thematic focus as an object of roadmap preparation and program realization. Thematic bureaucratic reform has 4 (four) thematic focuses, namely poverty alleviation, increasing investment, digitizing government administration, and accelerating the President's priority, namely increasing the use of domestic products. The aim is to encourage each Ministry/Institution to increase synergy and collaboration through improvements in business processes, data, regulations/policies, information technology, and program improvements that are more targeted, according to the chosen theme.

Based on the results of open questionnaire responses related to the perception of Aparatur Sipil Negara (ASN) in the implementation of thematic bureaucratic reform, it was found that every Aparatur Sipil Negara (ASN) must have high knowledge and integrity related to the preparation of a thematic bureaucratic reform roadmap. However, there must be more alignment between existing programs and striving for collaboration and synergy between regional devices. This then became an obstacle in preparing the thematic bureaucratic reform roadmap. However, these obstacles can be reduced through the level of planning, implementation management, and evaluation monitoring so that the program can be run according to the objectives to be achieved. Things that need to be improved related to the implementation of thematic bureaucratic reforms are the need for cooperation between local

governments so that they can cooperate and support each other, especially for cross-regional programs.

Suggestions we can recommend in future research are related to preparing a technical thematic bureaucratic reform roadmap. The results of the study found that many ASN participants needed help understanding how to correctly prepare the thematic bureaucratic reform roadmap, so sometimes, the drafting of documents seemed perfunctory (only to fulfill the completeness of the documents). Therefore, either through further research or from the PAN-RB Metrics, there is expected to be research or socialization related to the technical preparation of thematic bureaucratic reform roadmaps by procedures so that they can be implemented properly.

Conclusion

Regional heads in development transformation efforts show that the good intentions of a regional leader have a big impact on the progress and results of regional development. The role of regional heads who have "good intentions" here can be seen in improving the quality of development in all sectors, even though there are still many shortcomings. In the bureaucratic sector, the government has implemented bureaucratic reform by focusing on eight areas of change to improve the quality of public services. In the field of infrastructure development, there has been an acceleration of road construction as a driving force of the community's economy in rural areas, in the field of human resources, the government has made efforts to increase the HDI and it increases every year. and the social sector still needs to be improved in reducing poverty in Bojonegoro. The regional head has good intentions and is also making regional development efforts in the context of transformation which needs to be supported by all stakeholders. With good intentions, regional heads can create an environment that supports economic growth, social welfare, and sustainable development.

References

- Abuhammad, A. R., Sekarsari, R. W., & Rahmawati, S. D. (2024). Evaluation analysis of electronic governance in the Malang City communication and information service. *Publisia: Jurnal Ilmu Administrasi Publik*, 9(1), 23-32. <https://doi.org/10.26905/pjiap.v9i1.10669>
- Afriyana, A. (2022). Analisis Persepsi Aparatur Sipil Negara Terhadap Pemahaman Reformasi Birokrasi Untuk Mendukung Optimalisasi Kinerja. *Jurnal Agregasi*, 10(2), 98-107. <https://doi.org/10.34010/agregasi.v10i2.6303>
- Badi'ah, N. N. (2023). Digitalisasi Model Pelatihan untuk Pengembangan Kompetensi Pegawai Kemendikbudristek melalui Platform Wiyata Kinarya Merdeka Belajar (WKMB). *Journal on Education*, 6(1), 1445-1451. <https://doi.org/https://doi.org/10.31004/joe.v6i1.3086>
- Beetham, D. (2018). *Max Weber and the Theory of Modern Bourgeois Politics*. Polity Press.

- Berkenalan dengan Konsep Reformasi Birokrasi General dan Reformasi Birokrasi Tematik. (2023). Kementerian Pendayagunaan Aparatur Sipil Negara Dan Reformasi Birokrasi. Berkenalan dengan Konsep Reformasi Birokrasi General dan Reformasi Birokrasi Tematik
- Dwiyanto, A. (2021). Reformasi Birokrasi Publik di Indonesia. UGM Press.
- Firdaus, S., Susanto, C., & Putra, H. D. (2021). Kinerja Birokrasi Pada Situasi Krisis Sebagai Refleksi Mengukur Reformasi Birokrasi di Indonesia. *Paradigma: Jurnal Masalah*. <http://jurnal.upnyk.ac.id/index.php/paradigma/article/view/5329>
- Gainau, A. W. (2013). Reformasi Birokrasi Di Indonesia Dalam Perspektif Perilaku.
- Haning, M. T. (2019). Reformasi Birokrasi di Indonesia: Tinjauan Dari Perspektif Administrasi Publik. *JAKPP (Jurnal Analisis Kebijakan & Pelayanan Publik)*, 25–37. <https://doi.org/10.31947/jakpp.v4i1.5902>
- Harbowo, R. D. (2018). Jabatan Aparatur Dalam Reformasi Birokrasi (Studi Kasus Direktorat Jenderal Politik dan Pemerintahan Umum Kementerian Dalam Negeri Republik Indonesia. [repository.ub.ac.id](http://repository.ub.ac.id/164833/). <http://repository.ub.ac.id/164833/>
- Kotler, P. (1973). Atmospherics as a Marketing Tool. *Journal of Retailing*, 49(3), 48–64. [http://belzrudovic.free.fr/nolwenn/Kotler - Atmospherics as a marketing tool \(cité 171\) - 1973.pdf](http://belzrudovic.free.fr/nolwenn/Kotler - Atmospherics as a marketing tool (cité 171) - 1973.pdf)
- Kristiani, G. M., Fadillah, R., Sahrul, S., & Anggraeni, S. A. (2024). Challenges of Government Accounting Policy Reform in Indonesia. *Journal of Transformative Governance and Social Justice*, 2(1), 1-10. <https://doi.org/10.26905/j-tragos.v2i1.11442>
- Mulyani, S. (2013). Reformasi Birokrasi Indonesia.
- Mustafa, H. D. (2013). Birokrasi Pemerintahan. Alfabeta.
- Nugroho, A. A., Noor, M., & ... (2021). Evaluasi Perencanaan Dan Evaluasi Program Reformasi Birokrasi Di Indonesia (Reformasi Birokrasi Tematik). *Jurnal Media* <https://jurnal2.untagsmg.ac.id/index.php/jma/article/view/475>
- Rahman, H. (2022). Reformasi Birokrasi: Korupsi Dalam Birokrasi Indonesia. *Jurnal Ilmiah Administrasi Pemerintahan Daerah*. <https://ejournal.ipdn.ac.id/JAPD/article/view/2735>
- Ramadan, N. P. (2023). 4 Fokus Reformasi Birokrasi Tematik. Pemerintah Provinsi Kalimantan Barat. <https://kalbarprov.go.id/berita/4-fokus-reformasi-birokrasi-tematik-2.html>
- Sedarmayanti, S., & Nurliawati, N. (2012). Strategi Penguatan Etika Dan Integritas Birokrasi Dalam Rangka Pencegahan Korupsi Guna Meningkatkan Kualitas Pelayanan. *Jurnal Ilmu Administrasi*, 9(3), 337–362.
- Susanto, H. (2016). Remunerasi Dan Problem Reformasi Birokrasi Di Indonesia. *Publisia: Jurnal Ilmu Administrasi Publik*. <https://www.jurnal.unmer.ac.id/index.php/jkpp/article/view/427>
- Theresia, F. B., Ali, M., & Purnomo, A. (2019). Enterpreneurial Government Dalam Persepsi Pejabat Birokrasi Pemerintah Di Kabupaten Sorong Selatan. *Jurnal Fase Kemajuan Sosial Dan Politik (FAKSI)*, 2(4), 10–29.