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Catherine Eugene Natasha

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Analysis of the Response and Perception of the State Civil Apparatus (ASN) to the Implementation of Thematic Bureaucratic Reform Reaction

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Abstract

Thematic bureaucratic reforms allow the government to focus more on addressing challenges in specific sectors so that the results can be felt directly by the public. This study aims to explore deeper 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 lack of understanding of the State Civil Apparatus (ASN) regarding 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 the preparation of 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 implemented properly.

Keywords: State Civil Apparatus, Thematic Bureaucratic Reform, Government

Introduction

The term bureaucratic reform is something that 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 that 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 to realize good governance as good governance (Beetham, 2018). To focus on improving the efficiency and quality of public services in certain sectors, it is necessary to have an approach to bureaucratic reform so that the roadmap realization can be 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 sector, 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 the implementation of the Thematic RB, namely 1) poverty alleviation, 2) increased investment, 3) digitization of government administration, and 4) acceleration of the president's actual 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 specific sectors so that the results can be felt directly by the public. It also helps maximize resource use and avoid a one-size-fits-all approach. Thus, thematic bureaucratic reform can be an effective tool in improving 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. The result is better public services, wider 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).

The understanding of the State Civil Apparatus (ASN) on thematic bureaucratic reform is very important to improve 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 certain 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 aims to explore the deeper 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. Where research will focus on Aparatur Sipil Negara (ASN) who is directly involved in the implementation of the reform program. By understanding thematic bureaucratic reform, Aparatur Sipil Negara (ASN) can focus more on providing quality public services to the needs of the community. This will have a positive impact on public satisfaction with the services provided 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 not only related to the physical; It also deals with the surrounding environment and individual conditions. However, environmental objects are also sources of information obtained or received. A stimulus is defined as an event that occurs outside a person's environment that is captured by the nerve cell apparatus and processed by the sensation processing process. Perception occurs when several sensations enter into the deeper structures of the nervous system.

Over time, the concept of perception was developed in public sector organizations to find out how public perception of public services provided by the government. The research was also developed on the perception of Aparatur Sipil Negara (ASN) on how understanding related to the administrative world of public services. The term later evolved into a perception of bureaucratic reform. Afriyana (2022), stated that perception of bureaucratic reform is very important to improve 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. If the knowledge and knowledge of bureaucratic officials is still low, then the concept of a new paradigm in the administration of modern government is also still difficult to apply in the implementation of 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 that the change is too slow or insignificant. Some worry that bureaucratic reforms could destabilize jobs in the public sector. Therefore, it is important 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, it is hoped that public perception will become more positive, to support the changes needed to improve the government administration system and public services.

4 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, responses, 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 Sipil Negara (ASN) apparatus who are involved in the implementation of the program. The sample was selected based on the criteria of 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 the response of Aparatur Sipil Negara (ASN).

Result and Discussion

Understanding related to Bureaucratic Reform in Apparatus 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 have a gradual impact on 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 the preparation of their respective bureaucratic reform roadmaps. The goal is that programs planned in a government, both in the central and local governments, can 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 the preparation of action plans, policy development, and the allocation of appropriate resources to support the theme. Haning (2019), revealed that effective implementation will improve efficiency, accountability, and quality of public services, while also encouraging cross-sectoral collaboration. The successful implementation of thematic bureaucratic reforms will create a more responsive and results-oriented government. In Article 10 of Law Apparatur Sipil Negara (ASN) No. 5 of 2014, it is stated that the purpose of Apparatur 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) who has these abilities and competencies. Nor to create an apparatus Sipil Negara (ASN) that is able and able to carry

out its duties and functions and achieve national goals to educate the life of the nation amid this very diverse plurality will be increasingly difficult. Not only profits can be obtained, but the potential risks also increase.

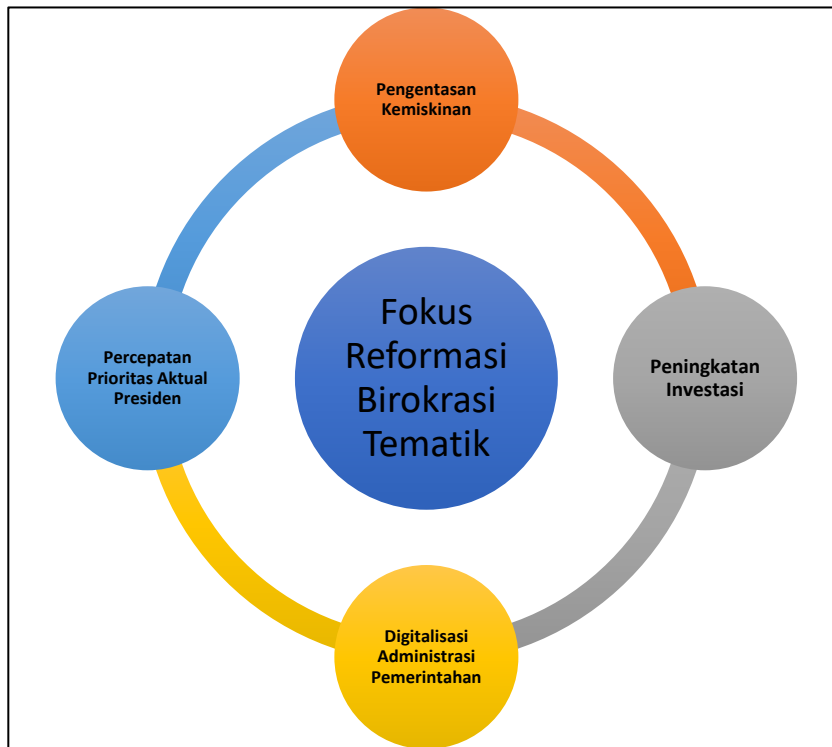


Figure 1. Focus on Thematic Bureaucratic Reform
Source: Processed by Author from various sources (2023)

The understanding and views of the State Civil Apparatus (ASN) regarding reform programs are very important 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 important complement to the implementation of Bureaucratic Reform that has an impact on society. Excellent public service is the downstream of the main objective of bureaucratic reform that has a direct impact on the community. It should be when the plan that is compiled is concrete and can be realized program, efforts to achieve program success will be achieved efficiently. ASN is a public servant, so should work hard to achieve program success for excellent public service

Successes and Challenges in the Implementation of Thematic Bureaucratic Reform

Factors of planning, implementation management, and evaluation of monitoring are key factors for program success, examples are the preparation of concrete action plans that involve 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 the improvement of 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 level of accountability within the bureaucracy, 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).

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 needs of the community (Susanto, 2016). In this case, cross-sector collaboration is important considering the ability of the bureaucracy 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 not always easy to achieve and often take considerable time. Careful evaluation and involvement of relevant actors in the reform process are essential to ensure that reform objectives are successfully achieved. The most important thing in thematic bureaucratic reform is the success related to the locus of themes that are used as references in the preparation of the roadmap. In essence, it can be said to be successful if the problem that is the main focus of handling the problem can be resolved properly.

In addition to the key to success, thematic bureaucratic reform certainly also has obstacles in the preparation process to the implementation stage. The main obstacle is aligning existing programs and seeking collaboration and synergy between regional devices. Harmonizing existing programs and encouraging collaboration and synergy among local officials is an important 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), add 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, such as infrastructure development, education, or health services. Thus, local governments can achieve development goals more effectively and provide greater benefits to the community.

The commitment of leaders also makes it difficult to implement bureaucratic reforms. This is also related to the first point, which is the belief that bureaucrats, even leaders, are rulers rather than public servants. This is what causes the relationship between government and society to be not comparable, or a relationship that is not comparable. Nevertheless, during this democratic period, the involvement of the community as executors of rights became important 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, or 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 build the state apparatus to be 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, basic, comprehensive, and systematic steps must be taken immediately to achieve the goals and objectives that have been set effectively and efficiently.

Reformation here is a process of renewal carried out gradually and continuously, to be able to usher in good governance and clean government (*good governance and clean government*) is not included in the definition of radical and revolutionary efforts and/or actions. The bureaucracy's ability and desire to carry out bureaucratic reform is needed so that the bureaucracy can realign its true 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 terms of policy management and public service delivery. In addition, the right leaders are needed for bureaucratic reform, which includes the preparation of agendas and the implementation of governance and development policies that support regional competitiveness, resilience, and the interests of the people.

There are at least 5 (five) expectations for the implementation of thematic bureaucratic reforms for the future obtained from the results of the study. First, examples of leaders must exist in every regional apparatus organization (OPD). All leaders also known as structural officials must be able to set a good example in the workplace; in other words, officials must be able to behave in a way that their subordinates can follow. So that subordinates will find it difficult or afraid to do despicable or inappropriate deeds. Second, strong regulations and synergies are starting from central agencies so as not to confuse regions in implementing existing regulations. With the regulation of rules that tighten the occurrence of apparatus fraud. Law enforcement will be able to be carried out when supported by the rule of law that governs it. Third, the 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 more and more 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 in the application of applicable rules. In addition, each leader must behave firmly towards his 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 the exchange of 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, collaboration between regions is not only important for economic development but also for sustainable social and environmental welfare.

Conclusion

Based on the review of data that has been explored in this study, it can be seen that 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 actual 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, and information technology, as well as program improvements that are more targeted, according to the chosen theme.

¹⁷ Based on the results of open questionnaire responses related to the perception of A paratur Sipil N egara (ASN) in the implementation of thematic bureaucratic reform, it was found that every Aparatur Sipil N egara (ASN) must have high knowledge and integrity related to the preparation of a thematic bureaucratic reform roadmap. However, there is still often a lack of alignment between existing programs and striving for collaboration and synergy between regional devices. This then became an obstacle in the preparation of 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 run by 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 ¹² that we can recommend in future research are related to how to prepare a technical thematic bureaucratic reform roadmap. The results of the study found that many ASN partitur did not understand how to prepare the thematic bureaucratic reform roadmap correctly so sometimes the drafting documents seemed perfunctory (only as a fulfillment of the completeness of the documents). Therefore, either through further research or from the PAN-RB Metrics, it is expected that there will be research or socialization related to the technical preparation of thematic bureaucratic reform roadmaps that are by procedures so that they can be implemented properly.

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