

REFORMASI BIROKRASI DALAM TRANSISI



Judul Buku : Reformasi Birokrasi dalam Transisi
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Reformasi pada birokrasi pemerintahan merupakan salah satu aspek penting yang dilaksanakan pasca runtuhnya rezim orde baru pada tahun 1998. Setelah hampir dua dekade pelaksanaannya, proses reformasi di tubuh birokrasi masih jauh dari selesai. Proses reformasi berjalan cukup lambat dan belum menampilkan dampak yang optimal bagi peningkatan kualitas pelayanan publik dan kesejahteraan masyarakat.

Pada tahun 2010, Pemerintah menyusun grand desain pelaksanaan reformasi birokrasi. Pada grand desain tersebut, ada delapan aspek yang menjadi fokus perubahan, yaitu organisasi, tata laksana, peraturan perundang-undangan, sumber daya manusia aparatur, pengawasan, akuntabilitas, pelayanan publik, pola pikir (*mindset*), dan budaya kerja (*culture set*). Selain perubahan pada delapan aspek tersebut, inovasi pada sektor publik juga menjadi salah satu aspek penting yang harus dilakukan oleh instansi pemerintah di Pusat dan Daerah.

Didasarkan pada beberapa riset yang dilakukan, Defny dan tim menghadirkan beberapa kisah rintisan inovasi yang dilakukan oleh beberapa instansi pemerintah di Pusat dan di Daerah. Proyek inovasi ini merupakan inovasi tahap awal yang dilakukan instansi pemerintah pada dekade pertama gerakan reformasi sebelum proyek dan kegiatan inovasi menjadi dikenal dan diimplementasikan oleh banyak instansi pemerintah belakangan ini. Inovasi tersebut diantaranya adalah Badan Pelayanan Terpadu (BPT / sekarang BPTPM) Kabupaten Sragen, Jaminan Kesehatan Jembrana (JKJ) Kabupaten Jembrana (sekarang ditingkatkan menjadi JKBM Provinsi Bali), Sistem Administrasi Badan Hukum (Sisminbakum/SABH) Kementerian Hukum dan HAM, *National Single Windows for Investment* (NSWi) Badan Koordinasi Penanaman Modal, revitalisasi pasar tradisional dan rekolasi pedagang kaki lima oleh Pemerintah Kota Surakarta, *integrated system* informasi manajemen kepegawaian di BKN, dan aplikasi *balance scorecard* (BSC) di Kementerian Keuangan.

Inovasi dan Reformasi Birokrasi

Defny dan tim berpendapat bahwa inovasi dan reformasi merupakan istilah yang mirip. Inovasi dan reformasi menawarkan perubahan dan kebaruan. Reformasi dan inovasi kini dipraktekkan dalam birokrasi di Indonesia. Defny dan tim berpandangan bahwa dalam konteks di Indonesia, inovasi merupakan salah satu variabel dari reformasi. Inovasi dan reformasi diaplikasikan bersamaan dan saling tumpang tindih satu dengan lainnya. Untuk menghasilkan suatu produk inovatif, aspek aspek birokrasi seperti kelembagaan, ketatalaksanaan, kepegawaian juga harus ikut ditata dan diubah.

Defny dan tim mencontohkan misalnya pada produk inovasi aplikasi KANTAYA di Kabupaten Sragen tidak dengan sendirinya dapat memudahkan pelayanan perizinan ketika tataran makro dan *meso* sistem administrasi –yang disebut reformasi birokrasi– tidak dilakukan. Dalam mewujudkan aplikasi perizinan yang berbasis *online*, minimal yang harus dilakukan adalah membenahi aspek kepegawaian dengan mengoptimalkan keterampilan pegawai menggunakan TIK. Aspek lain yang juga harus ditata adalah aspek ketatalaksanaan, prosedur kerja proses perizinan manual dengan proses perizinan berbasis *online* pasti akan berbeda. Dan ada beberapa aspek lain yang juga harus ditata dan diubah untuk mewujudkan pelayanan perizinan tersebut.

Inovasi, Politik dan Hukum

Berikutnya, Defny dan tim mengingatkan transformasi politik merupakan faktor yang diperlukan dalam penerapan inovasi pada sektor publik. Praktek inovasi akan hidup pada kondisi politik yang demokratis. Selain itu, inovasi juga dapat menjadi bagian dalam upaya konsolidasi demokrasi. Konflik dan benturan antara berbagai pihak misalnya investor yang menginginkan kemudahan dalam menanamkan modalnya, masyarakat yang tidak dapat dengan mudah membuka lapangan pekerjaan, dan pemerintah yang perlu menggerakkan roda pembangunan dapat didamaikan dengan pelayanan perizinan terpadu satu pintu.

Inovasi juga erat kaitannya dengan aspek hukum. Sering terjadi implementasi inovasi terhambat atau tidak dapat berjalan karena peraturan perundangan yang ada. Namun hari ini, instansi pemerintah di Pusat dan Daerah tidak dapat lagi hanya ‘bermain aman’ dalam melaksanakan tugas dan fungsinya. Kementerian PAN RB mengharuskan setiap instansi pemerintah baik di Pusat dan di Daerah menerapkan inovasi dalam pelaksanaan tugas dan fungsinya. Untuk itu, Defny dan tim mengemukakan bahwa harus ada titik temu antara diskresi sebagai keleluasaan dalam menggunakan wewenang dan akuntabilitas publik sebagai konsekuensi hukum administrasi. Defny dan tim juga menyebutkan bahwa proyek inovasi harus terlepas dari motif ekonomi dan politik. Hal ini akan meminimalisir terjadinya penyimpangan-penyimpangan yang dapat membawa konsekuensi hukum.

Inovasi yang Berkelanjutan dan Memiliki Dampak Kebijakan

Pada bagian akhir buku, Defny dan tim menyebutkan bahwa inovasi sektor publik tidak boleh hanya menjadi jargon dan kembali menjadi rutinitas. Inovasi harus dapat menghasilkan dampak nyata yang dapat dirasakan oleh masyarakat dan segenap pemangku kepentingan. Selain itu, proyek inovasi juga harus dapat dilakukan secara berkesinambungan. Proyek inovasi tidak semestinya berhenti di tengah jalan karena berbagai kendala yang dihadapi. Oleh karenanya, dalam menentukan inovasi apa yang

akan dilaksanakan, harus didasarkan pada kebutuhan, potensi dan karakteristik pengguna layanan. Di konteks Daerah, ide inovasi harus berakar pada kebutuhan, masalah, potensi dan karakter Daerah tersebut. Dengan demikian, rintisan inovasi tersebut dapat memiliki dampak positif bagi masyarakat sekaligus dapat berkelanjutan karena dibutuhkan masyarakat.

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**LEMBAR ABSTRAKSI (CURRENT CONTENT)
TAHUN 2017**

1. **Pengaruh Disiplin Terhadap Kinerja Pegawai Kantor Ketahanan Pangan Kabupaten Sumedang;** Oleh : Arip Rahman Sudrajat; Volume 20, Nomor 1 Tahun 2017.

The purpose of this study was to determine factor that influence employee performance toward employee discipline in Food Security Office of Sumedang. The method employed is descriptive analysis. By using saturated sampling, this research population includes 30 respondents. Data were collected by literature study, questionnaires, observations and interviews. This research employs data analysis techniques such as correlation coefficient test, significance test and coefficient of determination. The results showed that the level of employee discipline in Food Security Office of Sumedang reached 78.76 percent and the rate of employee performance reached 80.86 percent. While the relationship between discipline and employee performance in District Food Security Office of Sumedang shows correlation coefficient of 0.73 which is in the strong category. The influence on employee performance discipline in Food Security Office of Sumedang reached 53.29 percent, the remaining 46.71 percent is influenced by other factors not examined.

Keywords: Discipline, Employee Performance, Ketahanan Pangan.

2. **Strategi Pengembangan Model Inovasi "Mepeling" Akta Kelahiran di Kota Bandung;** Oleh: Putri Wulandari dan Yunni Susanty; Volume 20, Nomor 1 Tahun 2017.

The official document on population is a result of identity record of the person's birth. The document is known as a birth certificate. The importance of birth certificate ownership in existing condition is imbalanced with the number of birth certificates for people in Indonesia. This condition requires that the government should make efforts to increase the number of birth certificate provision in Indonesia. Government of Bandung has been innovating in birth certificate provision. Department of Population and Civil Registration (Disdukcapil), Bandung City Government promotes birth certificates provision through Mepeling "Proactive" Birth Certificate innovation program. Various strategies that can be improved for the birth certificate provision are including in terms of Human Resources (HR), facilities and infrastructure, as well as proper socialization goals.

Keywords: model, innovation, akta kelahiran.

3. **Peran Peneliti dan Analis Kebijakan dalam Pembentukan Prolegnas dan RUU di Setjen DPD RI;** Oleh : Zamzam Muhammad Fuad Volume 20, Nomor 1 Tahun 2017.

One of the challenges of the Secretary-General of Dewan Perwakilan Daerah Republik Indonesia (Setjen DPD RI) is to support both development of National Legislation Priority (Prolegnas) and the Bill of DPD RI. Researchers and policy analysts possess a strategic position in facing the challenge. However, researchers and policy analysts have not had clear roles, tasks, and functions yet on the making of both Prolegnas and the Bill. This study aims to provide a model of role for researchers and policy analysts on the making of both Prolegnas and the Bill in Setjen DPD RI. This study uses qualitative case study approach and aims to show that both researchers and policy analysts have each different roles. The differences can be seen from the momentum of task implementation, output, and the level of influence. This study recommends a follow-up study that will explore the role of all employees involved on the making of Prolegnas and the Bill of DPD RI.

Keywords: researcher, policy analysts, the making of Prolegnas/the Bill, DPD RI.

4. **Pengaruh Dana Perimbangan dan Kemandirian Keuangan Daerah Terhadap Kesejahteraan Masyarakat pada Kabupaten dan Kota di Jawa Barat Tahun 2011-2014;** Oleh : Nugraha dan Tia Amelia; Volume 20, Nomor 1 Tahun 2017.

The purpose of this study is to determine the effect of intergovernmental transfers fund and the region's autonomy in financing public welfare at local government (municipal and districts) in West Java. This research employs survey with verification approach, and documentation as data collection techniques. Financial data is taken from the report of the budget realization published by the Directorate General of Fiscal Balance (DJPK), the Ministry of Finance of the Republic of Indonesia. The the data of public welfare is taken from the report of human development index (HDI) published by the central agency statistics (BPS) in 2011-2014. The results show that increasing the amount of intergovernmental transfers fund and the level of the region's autonomy in finance have impacts in improving the HDI as a measurement of public welfare.

Keywords: intergovernmental transfers fund, the region's autonomy in finance, public welfare, local government.

5. **Persepsi publik pada Pengelolaan Taman Kota di Kota Bandung;** Oleh: Tomi Setiawan, Sintaningrum, dan Dartho Mirandia; Volume 20, Nomor 1 Tahun 2017.

This study is intended to explore the public perception, especially visitors of a city park to express their aspirations. Data collection techniques that was employed in this research are observation, questionnaire and interview and literature study. The results showed that the general public perception of the city park in the city of Bandung is quite good, but other respondents have opposite perception. They perceive that the management of city parks are not well maintained, less clean and incomplete in infrastructures, and the maintenance of the park is still incidentally maintained by agency managers. Secondly, there is a fact that there are no institutional system that can accommodate all stakeholders in the management of city parks. It is therefore important for the government of Bandung to immediately review the policies regarding the city park by considering participatory programs with existing policies. The review identifies various other policies needed.

Keywords: public perception, city park, management.

6. **Model Inovasi Hibah dan Bansos Online Kota Bandung;** Oleh: Candra Setya Nugroho dan Wawan Dharma Setiawan; Volume 20, Nomor 1 Tahun 2017.

The management of grants and bansos funds has become a problem in several local governments. The problem of grant and bansos management is related to transparency and accountability. Bandung City Government seeks to improve its public services by innovating the management of grants and bansos through the media website called Sabilulungan or Grants and Bansos Online to solve the problem. Through this research there will be discussed related to the management model of grants and bansos through grants and online bansos. This research uses descriptive qualitative research method (more specifically with the method of "action research") to see clearly the management of grants and bansos melalui innovation grants and bansos online. Based on the results of this study found that this innovation is very beneficial in the management of grant funds and bansos mainly improve transparency and accountability. This innovation has a positive impact that can be replicated by other regions.

Keywords: innovation, grant, bansos.

7. **Pengaruh Kualitas Kehidupan Kerja, Komunikasi Organisasi, Kepuasan Kerja dan Disiplin Kerja Terhadap Kinerja Pegawai (Studi pada PNSD di Lingkungan Pemerintah Kota Bandung);** Oleh: Shinta Oktafien dan Tjutju Yuniarsih; Volume 20, Nomor 2 Tahun 2017.

The government of Bandung city had a responsibility to run administration, development of the government, and to provide excellent service for the community to create dignified, excellent, comfortable, and prosperous Bandung community. The success of the government in achieving performance targets was not balanced by the improvement of their employees' performance. The aim of the study was to analyze the quality of work life, communication within the organization, work satisfaction and employees discipline within the government of Bandung, and the influence among these variables as well. The method of the study was explanatory survey. The population of this study was regional civil servants in Bandung city. Proportionate random sampling was used to 393 staff members of regional work units within the city of Bandung. The instrument was questionnaire, and data analysis used path analysis with the assist of a statistical package named SPSS 19.0. Based on the results of the study, it could be concluded that the employee performance will be built through quality of work life, effectiveness of organizational communication, job satisfaction, and work discipline. Recommendation are: Bandung City Government facilitates the development of employee skills, develops organizational communication more interactively, improves job satisfaction, improves work discipline, and optimizes the work time for each main task settlement.

Keywords: Quality of Work Life, Organizational Communication, Job Satisfaction, Work Discipline and Employee Performance.

8. **Langkah Pemerintah Menangkal Diseminasi Berita Palsu;** Oleh: Budi Prayitno; Volume 20, Nomor 2 Tahun 2017.

The spread of hoaxes in social media today has raised some concerns. Various efforts have been made by the government to minimize its distribution. However, a number of cases related to hoaxes that contain slander and hatred of the Ethnic, Religion, and Race increase over the past three years. This research seeks to find out what strategic and policy steps have been taken by the government. The results show that the government attempted to minimize the distribution of hoax by issuing a number of regulations and supporting infrastructure. That regulation is not optimal because there are some weaknesses contained in the regulation. The existing regulations only address a number of anticipatory steps that must be taken and do not address the root causes of the spread of hoax. On the other hand, the government is also not optimal in coordinating across agencies. And, the government is not optimal to provide media literacy to the community of social media users. Media Literacy is important to make media users have the ethic when interacting in cyberspace.

Keywords : government, hoax, social media.

9. **Kebijakan Migrasi Lintas Negara Pemerintah Indonesia (Studi Kasus Pengiriman Tenaga Kerja Indonesia ke Malaysia;** Oleh: Yogi Suprayogi Sugandi dan Dudi Heryadi; Volume 20, Nomor 2 Tahun 2017.

Transnational migration has many aspects of a human being through it, ranging from economic, social, cultural and political. The Indonesian government policy to deliver Labor in his country to Foreign Affairs started in the era of the 70s where Indonesia through a program sending teachers to neighboring Malaysia. This paper will describe the policies of the government of Indonesia which already exist or are not there, about the delivery policy of Labour Indonesia to Malaysia in the era of Susilo Bambang Yudhoyono's administration. With the establishment BPNP2TKI, then the policy of sending migrant workers abroad should have

been many improvements. In it will put forward various criticisms and suggestions in handling migrant workers in Malaysia.

Keywords: Migration Policy, Labor and Government of Indonesia SBY.

10. Analysis of The Impact of Free Trade Agreements Policy on International Palm Oil Trade Flows; oleh: Riska Pujiati; Volume 20, Nomor 2 Tahun 2017.

Pertanian memainkan peran penting bagi negara-negara berkembang, sebagian besar negara berkembang mengekspor bahan mentah ke pasar internasional sebagai sumber pendapatan utama. Kawasan Asia Tenggara adalah wilayah yang memiliki banyak negara berkembang dengan pendapatan menengah, dengan dua negara yang menjadi eksportir minyak sawit utama, yaitu Indonesia dan Malaysia. Minyak kelapa sawit diekspor sebagai dua bentuk utama, crude dan refined. Kelapa sawit memiliki nilai yang tinggi di pasar internasional dan diekspor ke lebih dari 50 negara dan memiliki banyak turunan. Perkembangan terakhir dari kebijakan perdagangan internasional untuk Indonesia dan Malaysia adalah pembentukan perjanjian perdagangan bebas (Free Trade Agreements), baik bilateral maupun regional. Sebagai produsen utama, bergabung dalam perjanjian perdagangan bebas menjadi peluang bagi Indonesia dan Malaysia untuk mempromosikan perdagangan karena mengurangi hambatan perdagangan. Meskipun Indonesia dan Malaysia memperdagangkan komoditas yang serupa, keterlibatan dalam perjanjian perdagangan bebas akan memberikan hasil yang berbeda dalam aliran perdagangan. Berdasarkan latar belakang tersebut, tujuan dari penelitian ini adalah untuk menganalisis dampak penerapan kebijakan perjanjian perdagangan bebas terhadap aliran perdagangan kelapa sawit Indonesia dan Malaysia. Model Gravitasi dengan Regresi Poisson Pseudo Maximum Likelihood (PPML) digunakan untuk mengukur perubahan aliran perdagangan kelapa sawit. Hasil regresi menunjukkan dampak positif dari FTA terhadap Indonesia dan Malaysia berdasarkan jenis minyak sawit.

Kata Kunci: Kelapa sawit, Kebijakan perjanjian perdagangan bebas, Model Gravitasi.

11. Analisis Kebijakan Pemerintahan Terbuka dalam Pelayanan Publik di Kota Denpasar; Oleh: Tities Eka Agustine dan Mohammad Yudha Prawira; Volume 20, Nomor 2 Tahun 2017.

The public services reform is still become an agenda of Indonesian Government. All this time, City government of Denpasar is one of the local government known by integrating public service delivery using technology (E-Government). Nevertheless, there is a new concept that has been developed to improve the government services named Open Government. This concept has three principles, they are policy principle, policy catalyst and policy outcome. Accordance with those terms, the objective of this paper is to provide an analysis of open government policies on public service in Denpasar City. This study is using qualitative method with descriptive approach. The result of this research shows that Denpasar has been practicing the principle of Open Government. The city government trying to provide transparency, integrity as well as space for public participation in accessing public services. The government policies are part of Government of Denpasar's strong commitment to improve their public service delivery. It's already stipulated through the mayor's regulation and mayor's decree. However, there are several challenges that should be noticed by the City Government of Denpasar. For the massive implementation, they need to provide a legal framework of local regulation and a monitoring and evaluation instrument for public services.

Keywords: Public Policy, Public Service, Open Government.

12. Analisis Kelembagaan dalam Monitoring Kualitas Air Sungai Ciliwung di Wilayah Provinsi DKI Jakarta; Oleh : Aflakhur Ridlo; Volume 20, Nomor 2 Tahun 2017.

Institutional research and policy analysis of water quality monitoring of the Ciliwung River has been conducted since the year 2015. This activity is the result of cooperation between the Ministry of Environment and Forestry of Indonesia and the Agency for Assessment and Application of Technology. Due to the complexity of the Ciliwung River flows and water quality problem that passed the administrative authority of DKI Jakarta, the methodology of this study was emphasized in depth interviews to stakeholders in the management of the Ciliwung River. The plan to install some online system of river water quality monitoring is expected to run well and in accordance with existing laws and regulations. In addition, the readiness of the operationalization of this monitoring system to run well. Institutional strengthening forms and open method of coordination can be adopted to reduce communication and coordination barriers that are rigid and Weberian. From this study it is concluded that Jakarta Environmental Management Agency is the strongest candidate as one of the managers of online monitoring system of Ciliwung river water quality. Institutionally public intervention on river management in general can suppress water quality pollution which can threaten the health of people living around Jakarta area. Online Monitoring system can be utilized by preparing a reliable institutional arrangements.

Keywords: *institutional, Ciliwung River, online monitoring, water quality.*

INDEKS NASKAH TAHUN 2017 BERDASARKAN ABJAD

1. Analisis Kebijakan Pemerintahan Terbuka dalam Pelayanan Publik di Kota Denpasar; Oleh: Tities Eka Agustine dan Mohammad Yudha Prawira; Volume 20, Nomor 2 Tahun 2017.
2. Analisis Kelembagaan dalam *Monitoring* Kualitas Air Sungai Ciliwung di Wilayah Provinsi DKI Jakarta; Oleh : Aflakhur Ridlo; Volume 20, Nomor 2 Tahun 2017.
3. Analysis of The Impact of Free Trade Agreements Policy on International Palm Oil Trade Flows; oleh: Riska Pujiati; Volume 20, Nomor 2 Tahun 2017.
4. Kebijakan Migrasi Lintas Negara Pemerintah Indonesia (Studi Kasus Pengiriman Tenaga Kerja Indonesia ke Malaysia; Oleh: Yogi Suprayogi Sugandi dan Dudi Heryadi; Volume 20, Nomor 2 Tahun 2017.
5. Langkah Pemerintah Menangkal Diseminasi Berita Palsu; Oleh: Budi Prayitno; Volume 20, Nomor 2 Tahun 2017.
6. Model Inovasi Hibah dan Bansos *Online* Kota Bandung; Oleh: Candra Setya Nugroho dan Wawan Dharma Setiawan; Volume 20, Nomor 1 Tahun 2017.
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