

The Public Service Ethics in Bali in The Bureaucratic Reform Era

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Abstract

This article describes the performance of the public servants, namely the bureaucracy in serving the public in Bali. The main problem proposed in this article is how the public servants in Bali in the bureaucratic reform era are and what ethic underlies the running of this service. The data were collected through the interviews, observation, and documentation. Data analysis was done by the public service theory. The results of the study present that the public services in Bali are strongly influenced by Hinduism culture especially the spirit of Sewaka Dharma manifested in the government bureaucrats. The concept of Sewaka Dharma is in line with the values echoed in the bureaucratic reform. It contains the values and concepts related to the service to others and the accountability to God.

Keywords: *Ethic; Public Servants; Bureaucratic Reform; Bali*

1. INTRODUCTION

The most important task of each government office is to provide the services, because basically the establishment of the government agencies is intended as the main tool in providing the services to the public. Therefore, each government office has the main functions and duties influenced by the certain procedures and policies, as a government effort to meet the needs of the people both in quality and quantity, so that they can ultimately satisfy the

people using the service. The attention to the satisfaction of the service users is very important because it is a benchmark of the successful performance of the services provided by the government.

The state and government are responsible for ensuring the fast, convenient, and inexpensive governance and public services. The poor government bureaucracy must be corrected immediately with the reform measures because a bad government bureaucracy is the cause of the nation's economic downturn. Delaying the reform means slowing down the realization of public welfare because the level of the community welfare closely relates to the quality of government bureaucracy as the motor driving the development and services to the community.

The bureaucratic reform is a change process towards the important elements including the institutions, human resources apparatus, management, accountability, supervision, and public services. Bureaucratic reform is contained in the Provision of the People's Consultative Assembly Number VI/2001 mandating the President to build a transparent, accountable, clean, and responsible Indonesian bureaucracy culture and become a community service, state servant, and a model for the society. The implementation of bureaucratic reform refers to the Law Number 17 of 2007 concerning the National Long Term Development Plan of 2005-2025, the Presidential Regulation Number 5 of 2010 concerning the

Medium Term Development Plan of 2010-2014, the Regulation of the Minister of Administrative and Bureaucratic Reform Number 15 of 2008 concerning the Guidelines for the Bureaucratic Reform, the Regulation of the Minister of Administrative and Bureaucratic Reform Number 4 of 2009 concerning the Guidelines for Submitting Proposals for Ministry/Institution/Regional Government Bureaucratic Reform, the Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform (GDRB) of 2010-2025. The Regulation of the Minister of Administrative and Bureaucratic Reform Number 20 of 2010 concerning the Bureaucratic Reform (RMRB) Roadmap of 2010-2014 and Nine Reform Regulations of the Minister of Administrative and Bureaucratic Reform concerning the guidelines and technical instruction of implementing bureaucratic reform.

The Presidential Regulation Number 81 of 2010 concerning GDRB of 2010-2015 is a reference for the government office bureaucratic reform. The operation is regulated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 20 of 2010 concerning RMRB of 2010-2014 followed up with nine Regulations of the Minister of Administrative and Bureaucratic Reform concerning the Guidelines of the Implementation of Bureaucratic Reform and nine Bureaucratic Reform Acceleration Programs. GDRB of 2010-20125 is a master plan containing the direction of the policy for implementing the national bureaucratic reform and RMRB of 2010-2014 is a five-year operation in the period of 2010-2014, followed by RMRB of 2015-2019, RMRB of 2020-2024, and so on. Thus, hopefully there will be a major change in the governance, a stake in fulfilling the challenges of the 21st century. The gradual and concrete restructuring process of the bureaucracy leads to a better governance.

The government at all levels must direct the course of its governance towards good governance reforming the bureaucracy and change its bureaucratic behavior. This includes those applied

in several districts and cities in Bali. This article provides an overview of some of the best practices implemented by the public servants especially those in the regencies and cities in Bali.

2. METHODS

This paper used a qualitative descriptive method. The data sources are primary and secondary. The primary data source was obtained directly. The object of the research is in accordance with the scope and needs of the research and was obtained with the technical activities and tools, such as through direct observations to the field and interview to the informants. Secondary data sources were obtained indirectly from the object of the research or the documents supporting research and were obtained through documents relating to the implementation of the policies. The informants were selected based on the relevance to the research. This paper collected data qualitatively by using the observation, in-depth interview, and documentation methods.

This study used a qualitative research design, and the validity of data is based on the perseverance of the observation and triangulation. In this qualitative technique, qualitative conclusion was drawn on the overall data obtained by the researcher.

3. RESULTS AND DISCUSSION

The public services carried out by the stakeholders in Bali on 2017-2018 data are satisfying. The provincial government public service standards including four regencies/cities in Bali achieved the highest score nationally for the level of compliance obtained through a survey in April-July 2016. The performance of the public services organized by the local governments was categorized as “green” or achieved the highest compliance score related to public service standards at the national level. They are Bali Province, Badung Regency, Karangasem Regency, Gianyar Regency, and Denpasar City Government.

Ombudsman, an independent institution

overseeing the assessment of the public services, provides a category of assessment, i.e. 0-50 (red) for a low level of compliance, 51-80 (yellow) for a moderate level of compliance and 81-100 (green) with a high level of compliance. There are 13 provinces in Indonesia at the green level and Bali Province is at the eighth rank with an average score of 83.92 from 34 provinces in Indonesia. There are 16 city governments in Indonesia at the green level and Denpasar City occupies the ninth rank with an average score of 88.39. As for the district governments, there are 15 regency governments in Indonesia at the green level, and three of them are the regency governments in Bali.

The Badung Regency Government ranks first nationally with an average score of compliance of 94.16. The Karangasem Regency Government records the achievement because in the previous year's survey, it was in the red level, but in 2018, it ranks third with an average score of compliance of 91.04. Gianyar Regency Government ranks eleventh with an average score of 83.66.

Ombudsman as an institution conducting sudden surveys with standard service indicators such as the service completion time, costs, flow, public service information systems, service announcements, complaint management, staff attributes, to the availability of the supporting facilities. The supporting facilities are the counters, waiting rooms, service desks, including facilities and infrastructure for the people with special needs with the lowest score of 2 and the highest score of 12.

At Bali Provincial Government level, Ombudsman highlights the service units in the Library and Archives Office because their two services get a "red" level or a low score of 31.50 for the book lending services and issuance of the permission to use the archives, respectively. The Cooperative, Micro, Small, and Medium Enterprises Office in Bali Province also still possess the red level with the score of 41 for the support letter management service for proposing the cooperative business assistance. Badung Regency Government can still avoid the red level but still has

a "yellow" or moderate level of compliance in the Cooperative Industry and Trade Office with a score of 54 for the service of license issuance for opening cooperative branch offices.

The ratification service plan for the school activities and budgets at the Badung Sports Education Office gets a score of 62 and a recommendation for passport issuance for the prospective migrant workers at the Social and Manpower Office achieves a score of 69. Gianyar Regency Government has a red level at the Information and Communication Service Office for the operational permit services of rental transportation with a score of 23.50, and a compliance score of 17.50 for the three services, namely the route licenses, supervision cards, and recommendations for route permits.

In this study, Ombudsman stated that the red level at the offices is because the transition period of the head of the office, so that several assessed indicators are not found. The operational permit services of the center of community learning activities with the score of 42.50 and the material preparation of permit issuance of Senior and Vocational High School with the score of 42.50 at the Gianyar Education, Youth, and Sport Office also have a red level. The yellow level in Karangasem Regency Government at the Integrated Licensing Service Office service unit for public reading room services gets a score of 60, circulation services with a score of 60 and membership card registration with the score of 66.

Whereas, in Denpasar City Government there is no red level, but some service units have yellow or medium level, namely at the Cooperative, Small, and Medium Enterprises Office for the service of savings and loan business license issuance with a score of 66.50 and a recommendation service for opening a cooperative branch office with a score of 66.50. The Denpasar Education, Youth, and Sport Office for the school operational permit services, education establishment permits, diploma legalization services, and education permit issuance organized by the community all receive a score of

68.50 at the yellow level and the credit rating service of functional position promotion with a score of 62.50.

In addition, the service for operational permits issuance for the establishment of the social organizations and the permit issuance for the establishment of social institutions in the Denpasar Social Service receives a yellow level with a score of 60.50, respectively. The licensing services for collecting donations and free lottery with prize permits also get a yellow level with a score of 66.50, respectively.

One of the most important keys of the performance achievement of the public servants in Bali is actually the work ethic. Ethic is an important key for running the best practices in the regencies and cities in Bali. In this research, the informants stated that their performance is based on the spirit of the values of *Sewaka Dharma*. The ethic of *Sewaka Dharma* is considered a commitment to the services leading to the excellence. This excellent service leads more to the philosophical values of Hinduism implemented by several regency and city governments in Bali. The principle is to provide the best service to the community based on the concept explained in *Sewaka Dharma*. The concept of *Sewaka Dharma* has several points. The first point is targeting the basic needs of the community. The second point is fair, even, and does not distinguish any group. The third point is credible, capable, and competent. The fourth point is cheap, fast, precise, and accurate. The fifth point is smile, friendly, safe, and comfortable. The sixth item is elegant and authoritative. The seventh point is educating, enlightening, and able to empower the community and the eighth point is realizing community welfare.

The ethic is a very important element, especially in realizing excellent service. Referring to Boediono (2003: 6), excellent public service is “services that can provide satisfaction to customers and remain within the limits of meeting the standards of services that can be accounted for”. The same idea was stated by Barata (2003: 7), he emphasized that “a service is a concern for the customers by

providing the best service to facilitate the meeting of the needs and realizing satisfaction, so that they are always loyal to the organization/company”. Public services are excellent if the implementation is not difficult, there are no many in and out procedures, the requirements for the customers are easily fulfilled, they are not long-winded and do not take advantage in the difficulties and so on (Boediono, 2003: 63).

The success of the provincial, regency, and city governments in Bali cannot be separated from the reality of the understanding of *Sewaka Dharma* work ethic, in line with the development of “excellent service culture” in harmony with the attitude, appearance, attention, actions, and responsibility factor. The excellent public services improve the quality and productivity of the running of the public service duties and functions to be implemented more efficiently and effectively.

4. CONCLUSION

The performance of the public servants namely bureaucracy in serving the public in Bali is quite satisfying. This is supported by the acquisition of public service performance held by the local governments at the “green” level or the regions achieving the highest compliance score related to public service standards at the national level. They are Bali Province, Badung Regency, Karangasem Regency, Gianyar Regency, and Denpasar City Government.

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