

Government Strategic Leadership In The Era Of Bureaucracy Reform

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Abstract

Government bureaucratic reform leads to the improvement of effective and prime professional governance in the future. The substance of government bureaucratic reform, especially leadership within departments/agencies, is very important to present good governance, given the increasing demands of society in the era of globalization which is full of challenges and competition. Leadership in this government is exciting to study, as every leader in government has a different leadership style. This research was done to identify and analyze strategic leadership in government. The method used is a qualitative approach with descriptive analysis techniques and secondary data collection through a literature review. Leadership in government requires strategic leadership that understands bureaucratic reform. Through freedom of communication and democracy in the implementation of government programs, bureaucratic reform can run well according to the expectations of society

Keywords: *Strategic Leadership, Democratic reform, globalization*

INTRODUCTION

The two primary concepts for enhancing the conditions for the implementation of national and state life in Indonesia are bureaucratic reform (also known as state administration) and good governance. Although they are not brand-new ideas, these two ideas are related to one another. However, these two concepts will continue to play a significant role in Indonesia's governance both now and in the years to come.

Numerous nations' experiences demonstrate that bureaucratic reform is a crucial step in meeting the demands of progress. Management is carried out on a government administration system that is not only effective and efficient but also capable of becoming the foundation of state and national life through bureaucratic reform. In the end, establishing good governance will greatly benefit from the implementation of bureaucratic bureaucracy. because efforts to establish good governance do not rely solely on reforms.

The success of bureaucratic reform will largely depend on national leadership and commitment, as can be seen from numerous international examples. Like in Indonesia, the implementation of bureaucratic reforms will fail if there is neither commitment nor national leadership. despite the absence of sufficient national leadership for the implementation and a lack of commitment

RESEARCH METHODS

This research is a type of literature review research by looking for theoretical references that are relevant to the cases or problems found. According to Creswell, John. W. (2014; 40) states that a literature review is a written summary of articles from journals, books, and other documents that describe theory and information, both past and present, organizing literature into the topics and documents needed.

In this study, the author relied on data gathered from literature reviews. A method for gathering information or sources related to a study's subject is a literature study. The descriptive analysis method is then used to examine the collected data. The process of descriptive analysis begins with the description of the facts, which is followed by an analysis that not only describes but also provides sufficient comprehension and explanation.

According to Maxwell (1996), qualitative research emphasizes grounded theory, developed inductively during research or several cases in progress and through continuous interaction with data in the field. According to Alexa Hepburn (in Mappiare, 2012) based on Michel Foucault's philosophy which explains the need for "inventors" of science to narrate bottom-up and not top down.

RESULT AND DISCUSSION

Bureaucracy and Community Characteristics

The bureaucratic model is frequently compared to the Indonesian government's culture of feudalism. It includes communication rights that place a greater emphasis on the communication rights of those in positions of authority within government structures. In point of fact, bureaucracy is an excellent model for achieving organizational objectives because it encourages participation from a variety of parties in the structure so that they can work in accordance with their abilities and responsibilities.

In historical perspective, capitalism in the United States developed because of bureaucratic support in the ideal type (Timasheff, Nicholas, 1967; Weber, 2002) Not a deviation from the bureaucracy that we often hear with the term "bureaucratic". The progress of bureaucratization in the modern world is directly related to the expansion of the division of labor in all areas of social life (Max Weber in Giddens, 1986: 195), which is consistently carried out by democratic countries with adequate public services. Several propositions related to bureaucracy include: Bureaucratization is related to the expansion of the division of labor in all areas of social life to achieve prosperity (Giddens, 1986). The characteristics of bureaucracy according to Max Weber are (a) the existence of a division of labor, (b) the existence of a hierarchy (c) having rules and procedures (d) professional qualifications in carrying out work (e) relationships within the organization are impersonal/impersonal. (Myers and Myers, 1988: 21)

In the meantime, according to Weber (in Giddens, 1986), the substantive functions of the bureaucracy include a) Specialization, which makes it possible to be productive; b) Structures, which give the organization shape; c) Predictability, or states that can be predicted and stability that can be maintained; and d) Rationality, which can be tested and excelled in actions to create synergies that will make the most money.

Although the bureaucracy has advantages in running the wheels of the organization, it is not free from factual weaknesses. Criticism of Warren Bennis (in Myers and Myers, 1988: 31) In essence, the bureaucracy's effectiveness cannot be fully attributed to the fact that it is always associated with the order in the organization's administration. There were a number of obstacles, including the bureaucracy's excessive procedural and structural rigidity, which limited opportunities for personal development and mature personality development. With a variety of difficult obligations, cultivate more compromise (conformity) and groupthink.

Additionally, bureaucracy is frequently linked to an extremely out-of-date authority and monitoring system. This is possible because the pattern of irregularities changes as science and technology advance. The bureaucracy, on the other hand, always takes a very long time to determine supervisory procedures. Additionally, Bennis says (Myers and Myers, 1988: 34) In sense that the bureaucracy is only able to issue administrative sanctions against irregularities

and abuse of power, it lacks sufficient tools to resolve disagreements and conflicts. As a result, the bureaucracy does not have a judicial process. between the various grades Frequently, settlement patterns that refer to uniform central guidelines are unable to effectively resolve disputes.

a. Bureaucratic Leadership and Communication Existence

While leadership is the pattern of the leader's actions and behavior, the leader is the individual. Kartono, as stated in 2006: 10), in organizations, leaders are the initiators, motivators, stimulators, dynamists, and innovators. In this situation, the leader needs to be able to inspire his subordinates so that they can improve the group's innovation.

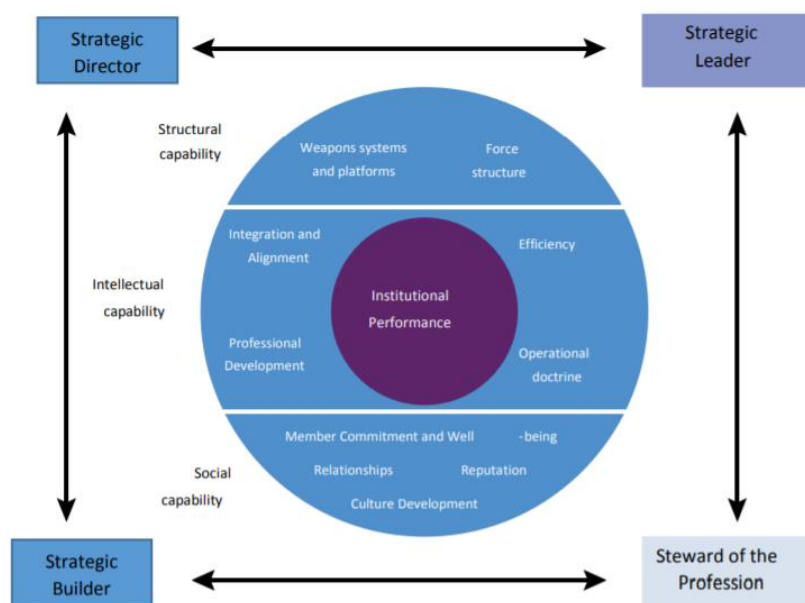
In the meantime, Dubrin (2006: 5) A leader is someone who is enthusiastic, eager, and able to motivate others to perform better (work hard). Someone can do a good job because they are inspired by their superiors and eager to work.

In this context, strategic leadership refers to a leader's capacity for critical thinking and decision-making in the context of strategic planning. Principled leadership is strategic leadership. These are the tenets of Covey (1992: 197) in *Principle Centered Leadership* consist of : Builds on man's need for meaning, Is preoccupied with purposes and values, morals, and ethics, Is proactive, catalytic, and patient, Makes full use of human resources. Identifies and develops new talent. Recognizes and rewards significant contributions. Releases human potential. Aligns internal structures and systems to reinforce overarching values and goals.

It is based on these rules that essential authority requests the accompanying: The gathering works as per the standards and values held by the gathering, and every individual from the gathering has specific characteristics and values that add to the working of the gathering system actually.

Bernardine R. Wirjana (2006: 23) states, that the absolute principles in a strategic leadership are: 1) Understand yourself and always do for self-improvement; 2) Mastering technical expertise; 3) Have responsibility and responsibility; 4) Make informed and timely decisions; 5) Being a role model for employees; 6) Get to know employees and pay attention to their welfare; 7) Keep members always informed they need; 8) Growing a sense of responsibility; 9) Ensure that assignments are understandable; 10) Train members as a team; 11) Make full use of organizational capabilities

Several components in the strategic leadership environment can be seen in the following figure:



Strategic leadership is divided into several strategic leadership positions that are interrelated to one another. Some of these strategic positions namely:

1. Strategic Director – the “Directive-Pragmatist”, who exercises command, tackles short-term crises and keeps the institution moving forward on a day-to-day basis.
2. Strategic Leader – the “Expressive Explorer”, who is the central tinuous process of aligning the institution with its evolving circumstances.
3. Strategic Builder – the “Manager-Architect”, who develops and implements the mechanisms for the evolving structure of the institution.
4. Steward of the Profession – the “Nurturer-Guardian”, who is the caretaker and top-level exemplar of the Australian profession of arms.

(John Nicholas: According to (2013a), the majority of how an institution can perform well is by developing and utilizing a number of capabilities that make it possible. Structural capabilities, such as force structures and platforms, intellectual capabilities, such as alignment integration, efficiency, professional development, and operational doctrine, and social capabilities, such as member commitment and welfare, reputation, relations, and cultural development, are examples of these capabilities.

It is more important for strategic leaders to comprehend policy guidelines and the anticipated outcomes. Strategic leaders are able to set goals and evaluate operational risk effectively. It is necessary for strategic leaders to grow and evaluate.

Strategic ideas in the environment and the ability to spot potential dangers. The strategic leader must strike a balance between ability (means) and vulnerability, keeping in mind that being alone has a significant impact. Because environmental situations and conditions have an impact on how leadership is implemented, leaders must work to change the environment in which they find themselves. The following measures can be taken to overcome this: 1. Always keep in touch; 2. a high degree of social sensitivity; 3. knowing what the environment needs, both materially and spiritually; 4. be able to come up with new ideas that are good for the environment; 5) Being able to help others without expecting anything in return and presenting oneself in a manner that is consistent with accepted guidelines and standards.

There are four things that can be used to measure or mark a leader's leadership success or failure: skills, discipline, morale, and the spirit of the group. Morale is a person's mental and emotional state that has an impact on their willingness to carry out tasks and will have an impact on the outcomes of carrying them out individually and as part of an organization. The following influences morale: 1) superior management. 2) faith in the truth and trust in it. 3) a reward for completing a task. 4) solidarity and pride in the organization 5) training and education. 6) leisure and well-being 7) the chance to grow one's talent. 8) the structure of the organization. 9) external influences

b. Bureaucratic reform and good governance

State administration reform is a top priority for development in the majority of developing nations that have advanced to developed nations. State administration is both an important tool for development (development administration) and a development sector (administrative development). In these nations, state administration reform typically takes the form of two approaches: 1) reviving the institutions' positions, roles, and functions, which are the driving force behind administrative reform. 2) Reorganizing the state administration system in terms of its structure, processes, human resources (civil servants), and relationships with society and the state are also important parts of this process.

The modernization of government administration is in line with this administrative reform. The key to the success of nation-building is reviving state administration by learning from other countries experiences. Since the 1980s, for instance, South Korea has repositioned

and reenergized the role of state administration. The civil servant ethics act of 1981, civil servant property registration, civil servant gifts control, the civil servant conscientiousness reform movement, and the social purification movement were among the reforms implemented at that time (Hwang, 2004). State administrative reform was strengthened under Rho Tae Woo's administration in 1988 through deregulation and procedure simplification, reorganization of the central government, and expansion of the administrative reform commission's authority. Efficiency and the creation of a professional, clean, and authoritative state administration prove that South Korea's efforts to revitalize state administration were not in vain.

Several issues and agendas that are currently developing in relation to bureaucratic reform are: (1) modernization of personnel management, (2) restructuring, downsizing and rightsizing, changes in management and organization (3) engineering of government administration processes; (4) performance-based budgeting and participatory planning processes, (5) and new relationships between government and society in development and governance.

Both internal and external factors can be incorporated into bureaucratic modernization and reform. In order to increase community participation and public service responsibility, a new contract between the bureaucracy and the community is the external focus of the reform and modernization of the bureaucracy. In terms of the internal aspect, three pressure points can be identified for bureaucratic reform and modernization in Indonesia: Modernization of the bureaucratic internal processes, de-bureaucratization of the bureaucratic internal structure, and capacity building of the bureaucratic apparatus.

Changes to the structure and repositioning of the bureaucracy are only part of bureaucratic reform. In addition, bureaucratic reform must include changes to the political and legal system as a whole, as well as to the mindset and commitment of the government and political parties, as well as to the mentality and culture of bureaucrats and society. Central and regional bureaucracy must clearly distinguish between career officials and political officials. Additionally, it aims to restrict the number of political bureaucrats. In developed nations, political officials can only be elected by the people directly or with the approval of officials elected by the people. Therefore, the primary goals of bureaucratic reform must be professionalism and neutrality. Commitment and national leadership are the two aspects of bureaucratic reform that are the most crucial. Bureaucratic reform is nothing more than a blueprint in a vacuum if the executive, legislature, and judiciary do not commit to it.

CONCLUSION

The government bureaucracy still institutionalizes paternalistic communication patterns, which make bureaucratic reform difficult, and external factors are associated with people's static, pessimistic, and skeptical attitudes toward efforts to improve public services. It typically depends on the social, economic, and political power of groups in society to be able to influence the power of the state, even if a group of people can receive better public services than others. However, given the small size of this community, public services, in general, are still far from sufficient.

Therefore, strategic leadership with an understanding of bureaucratic reform is required for bureaucratic reform. Bureaucratic reform can function effectively in accordance with society's expectations thanks to freedom of communication and democracy in the implementation of government programs.

In essence, bureaucratic reform will not yield maximum results if government institutions' bureaucracy continues to behave paternalistically when interacting with the community. Better

public service won't happen, and efforts to achieve good governance are just empty rhetoric to meet people's demands.

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