

PUBLIC SERVICE MOTIVATION ON THE STATE CIVIL APPARATUS: “Local Government Policies Strategy in Administration Reform

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Submission date: 02-Apr-2023 06:03AM (UTC+0700)

Submission ID: 2053062462

File name: 6._966.pdf (812.36K)

Word count: 4359

Character count: 24753

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**PUBLIC SERVICE MOTIVATION ON THE STATE
CIVIL APPARATUS: “Local Government Policies Strategy
in Administration Reform”**

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Abstract

It is time for state servants to provide services to society in a professional, honest, fair and equitable manner in carrying out state, government and development tasks. This study aims to realize the attitude of state servants who must be neutral from the influence of all political groups and parties and not be discriminatory in providing services to the community. In the legal and governmental aspects, bureaucratic reform is a very strong issue to be realized. The methodology used in this research is descriptive qualitative with an effort to explain the phenomena in the field related to the Indonesian government bureaucracy which is suspected to have contributed greatly to the occurrence of various public service crisis management. The findings of this study indicate that there is a bureaucratic culture that is thick with bureaucratic politicization and the lack of transparency in public services. The main actor *public services* has not prioritized fair service to the community. Therefore, bureaucratic reform is expected to be corrective measures against the Government's political policies so that bureaucratic neutrality occurs.

Keywords: Public Policy, Administrative Reform, Service Motivation

1. Introduction

One of the fundamental steps of bureaucratic reform, the Government has established a new policy in the development of the State Civil Apparatus as part of the Civil Service, which in principle directs the political attitude of the State Civil Apparatus from previously having to support certain political groups to become neutral or impartial, which is then commonplace. is called the policy of political neutrality of the State Civil Apparatus. The implementation of policies and management of the State Civil Apparatus is based on the principles of legal certainty, professionalism, proportionality, integrity, delegation, neutrality, accountability, effectiveness and efficiency, openness, non-discrimination, unity and integrity, justice, equality and welfare. State Civil Apparatus is prohibited from becoming members and / or administrators of political parties. State Civil Apparatus who are members and / or administrators of political parties must be dismissed as State Civil Apparatus, that is if they are dismissed with respect as State Civil

Apparatus if they have notified the competent official in advance. Dismissed with respect as a State Civil Apparatus if it does not inform the competent authority in advance. The neutrality of this State Civil Apparatus certainly has an impact or consequence that might benefit one of the parties. The non-neutrality of the State Civil Apparatus, especially in the City of Palembang, can bring up the first thing, *the* duty of the State Civil Apparatus is to provide services to the community which is the main task of the bureaucrats. As a result of the absence of neutrality from the State Civil Apparatus, in providing services it tends to be very good to the candidates it supports. Or resulting in the absence of justice in providing services. Of course, this clearly violates the principles of justice and equality in providing services from the non-neutrality of the State Civil Apparatus, causing them to not work professionally when the candidates they support commit maladministration bureaucracy. The non-neutrality of the State Civil Apparatus, namely the existence of promotion or promotion to those of the State Civil Apparatus who support the regional head during the elections. Before the election was held, something was promised or something reciprocated was promised, and this is not something new anymore. The non-neutrality of the State Civil Apparatus is the imposition of sanctions in accordance with existing regulations, namely moderate disciplinary punishment to severe disciplinary punishment or even dismissal with respect or disrespect. Problem-solving in the implementation of regional elections is also the task of other stakeholders and all people who participate in the success of bureaucratic reform.

Ideally a Regional Government should have at least 6 (six) elements which characterize a government that meets the criteria of good governance, among others; Competence, meaning that every official who is elected to a certain position is really a person who has competence from every aspect of assessment, either; in terms of education / expertise, experience, morality, dedication, and other aspects such as the right man on the right place. Transparency, the principle of openness must be strictly applied to every aspect and function of government in the regions, especially if it is equipped with the principle of merit system and reward and punishment, it will be a driving function for the optimization and success of governance, Accountability, in line with the principle of transparency and the principle of accountability. will encourage every official to carry out their duties in the best way, because every action they take will be accounted for before the public and the law, Participation, given the responsibility and intensity in the region, especially in the face of the ability to optimize the resources owned by the region, it requires initiative, creativity and the role of the community in advancing the region, the Rule of Law, is a certainty of clear law enforcement in the administration of local government, Social Justice, that the principle of equality and justice for every member of society must be implemented. apply in governance in the regions.

Furthermore, networking (cooperation) between regions is needed in order to take advantage of the "comparative advantage / competitive advantage" of each region, so as to form mutually beneficial cooperation that is positive and mutually reinforcing between regions, through the benefits of: Sharing of experiences, that by the existence of cooperation, then each region will be able to learn / share experiences to take advantage of each other, thus the mistakes/difficulties that have been experienced will not be repeated, Sharing of Benefits, Through good cooperation, the potentials of each Each region will clearly be cultivated proportionally, Sharing of Burdens, in line with the principles of Sharing of Benefits, so the operational costs in a joint venture will of course also be shared proportionally as well.

Because to create conditions that are good governance is not something easy, as well as being able to create a government with high efficiency and effectiveness, an institutional arrangement is needed that not only adheres to the philosophy of poor structures with rich functions, but also pays attention / focuses on results (output in the form of maximum service), in accordance with its mandate as the Administration of Government in the Region, whatever the affairs and authority of the Regional Apparatus.

2. Literature Review

Public Service Motivation is the implementation of basic decisions, usually in the form of motivation but can also be in the form of orders or decisions. important executive decisions. Typically, the decision identifies the problem to be resolved, clearly states the goals or objectives to be achieved, and various ways to structure or regulate the implementation process. Policy implementation as quoted from (Lionardo et al., 2020a) states that public service motivation can be viewed as a process of implementing decisions, usually in the form of government regulations. Policy implementation has several aspects, namely : Ratification of decisions in the form of statutory regulations at various levels, for example laws, government regulations, presidential decrees or regional regulations. the policy or decision by the implementing agency. Willingness of stakeholders or target groups to implement these decisions.

Real impacts on policy implementation, both positive and negative impacts on the perceptions of implementing agencies on the implementation of a policy and efforts to make improvements to policy implementation. Meanwhile, as mentioned by Kitt et al. (2021); Lionardo and Nasirin (2020b) policies strategy is a policy developed by government agencies and officials with the implication of this policy being Policies Strategy that always has a specific goal or has goal-oriented actions. The public policy contains government actions and public policy is what the government actually does, so it is not what it is still meant to do. This public policy that is taken can be positive in the sense that it is the government's action regarding any particular problem, or negative in the sense that it is the government's decision not to do something. Government policies, at least in a positive sense, are based on binding and coercive laws and regulations. Ivana et al. (2020); Lionardo et al. (2020a) define Administration Reform as a series of activities that have specific purposes and objectives which are followed and carried out by an actor or a group of actors related to a problem or a matter of concern. Meanwhile, another definition of Guenduez et al. (2020); Nasirin and Lionardo (2020b) says that the public administration which states that the public administration activities proposed by a person, group, or government in a certain environment where there are obstacles (difficulties) and the possibilities (opportunities) where the policy is proposed to be useful in overcoming it to achieve the intended objectives. Dunn (1994) says that public policy is a series of interconnected choices made by government institutions or officials in fields related to government tasks such as defense, peace, energy, health, education, public welfare, urban. Lionardo and Nasirin (2020a); Matei and Matei (2012) states that government policy strategies is whatever the government chooses to do or not do. Further, if the government chooses to do something, there must be an objective and that government policy includes all government actions, so it is not merely a statement of the desire of the government or government officials.

The concept of "governance" involves not only the government and the state, but also the roles of various actors outside the government and the state, so the parties involved are also very broad. Governance is a mechanism for managing economic and social resources that involves the influence of the state sector and the non-government sector in a collective activity. Governance is the practice of exercising power and authority by the government in managing government affairs in general and economic development in particular. Meanwhile, public services have criteria capable of spurring competition, accountability, responsiveness to change, being transparent, adhering to the rule of law, encouraging the participation of service users, emphasizing quality, being effective and efficient, considering the sense of justice for all service users, and building a orientation to values.

Furthermore, public service as governance is the process of exercising state power in providing public goods and services. It is further emphasized that when viewed from a functional aspect, governance can be viewed from whether the government has functioned effectively and efficiently in an effort to achieve the goals outlined or vice versa.

Public policy is a kind of answer to a problem because it is an effort to solve for the innovation and a leader in the occurrence of good in the best way and with directed action. The formulated that knowledge of government policy strategies is knowledge of the causes, consequences and performance of administration reform and programs Lionardo and Nasirin (2020a).

The importance of decentralization is the transfer of planning activities, decision-making, or administrative authority from the central government to its field organizations, local administrative units, semi-autonomous and parastatal organizations. Meanwhile, see regional autonomy as a basis for expression in carrying out regional governance in accordance with regional aspirations and diversity. Regional autonomy as a manifestation of the implementation of the principle of decentralization in government administration, which is an application of the theory concept of the area division of power which divides power vertically.

Decentralization is divided into two, namely territorial decentralization (territorial) and functional decentralization. Regional decentralization means the delegation of authority from the central government to regions within the country. Functional decentralization means the delegation of authority to functional (technical) organizations that are directly related to the community. So thus decentralization is the delegation of authority from the center to its parts, both territorial and functional. This principle refers to the fact that there is a span of control from government organizations (bureaucratic structures).

4 Method

The research method is defined as a series of methods or activities of conducting research based on basic assumptions, philosophical and ideological views, as well as questions and issues faced in the field. This research has a type of

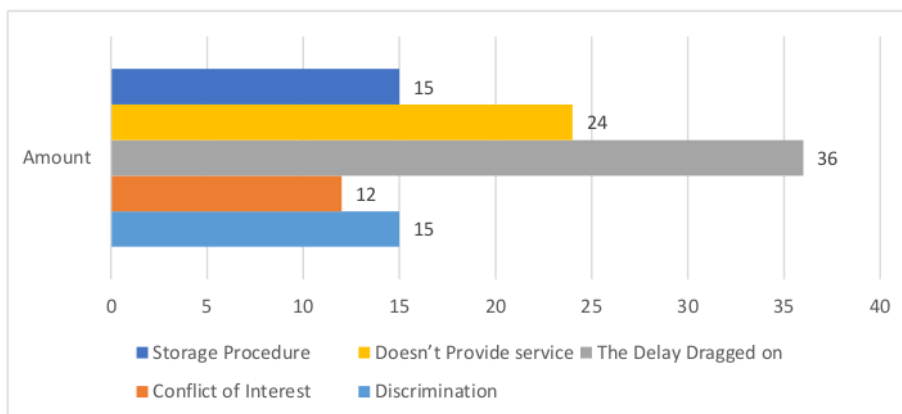
qualitative descriptive research method, especially with regard to data sources, data collection techniques, data analysis techniques and the main data characteristics. The research focus is an outline of the research observations, so that the observation and analysis of the research results are more focused. Therefore, indicators are used so that the discussion is not too broad and in the end it is no longer in accordance with what is the title of the research. When the indicators have been determined, the data obtained in the research process even though they are large and complete, but if they are not in accordance with the research title, the data will not be used. Primary data collection was carried out using the "method In Depth Interview". But it is supported by secondary data, namely data obtained from processed by other people such as documents, research journals, mass media or electronics. From the nature and type of this research is included in the qualitative data where the qualitative data is in the form of words, the sources of data collection are primary and secondary.

4. Results and Discussion

The results of research related to Local Government Policies in the Framework of Realizing Public Service Motivation in the State Civil Apparatus use the theory of implementation of public policies. All the answers put forward by the informants in the research discussion have been adjusted to the theory related to the *context of policy* and *content of policy* regarding the success of a policy implementation. Local Government Policy Administration in the Context of Realizing Public Service Motivation in the civil employees is a policy made by the government to prevent the State Civil Apparatus from becoming divided and disrupting services to the community (Demircioglu and Chen, 2019; Nasirin and Lionardo, 2020a). There are indications that the involvement of the State Civil Apparatus will assist and facilitate the implementation of campaigns which often occur through the discriminatory use of state facilities (cars, buildings, and authorities), which benefit a political party. In addition, in remote rural areas where the majority of the population is uneducated, the figures and choices of the State Civil Apparatus will become a reference for community choices. Political economy exchanges between political parties and the State Civil Apparatus in regional head elections not only benefit the political side, but also the State Civil Apparatus itself. The siding of the State Civil Apparatus implies that there are promotions and careers of certain positions for those who are successful in the political struggle.

Local Government Policies in the Context of Realizing Public Service Motivation in the State Civil Apparatus based on the results of the research focus on the Role of the State Civil Apparatus in an effort to create *good governance*. First, values that uphold the wishes or will of the people, and values that can increase the people's ability to achieve the goals of sustainable development and social justice. Second, functional and government aspects that are effective and efficient in carrying out their duties to achieve public services.

Table 1: Motivation for Public Service of State Civil Servants



Source: Secondary data, 2021

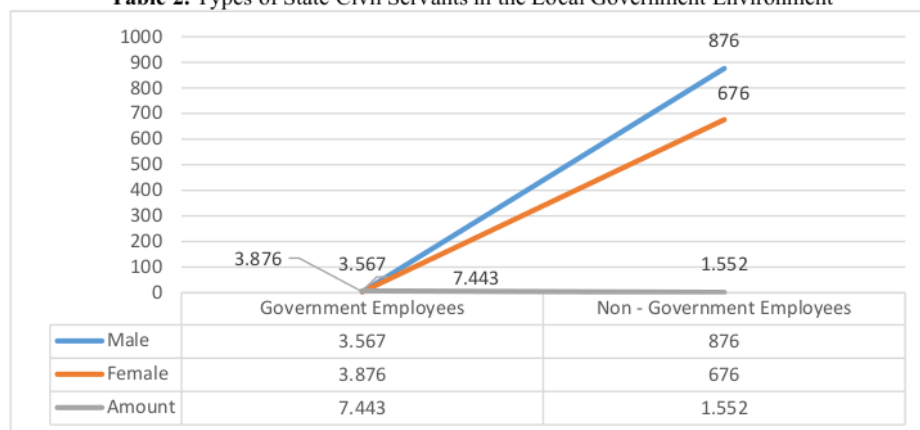
The data above shows the efforts of the Regional Government in taking action, to strive to maintain the neutrality of the State Civil Apparatus in providing public services at the most basic level, so that the bureaucracy does not become political, which prioritizes serving strong relations patron - client and the role of shadow bureaucracy. The findings of the study also show that there are still violations committed by both the State Civil Apparatus in conducting mall

administration. Involving State Civil Servants in local politics is very possible if we relate to the conditions of the electoral districts. For certain constituencies, for example urban, the involvement of the State Civil Apparatus can be limited, but for suburban areas where the human being is limited. But something that must be understood by a State Civil Apparatus, they must be able to position themselves as servants of the State in public service, not serving the personal interests of individuals, groups per group or certain candidates. Civil servants who work in the bureaucracy should be positioned more as custodians of the rules of the democratic process (Glass and Newig, 2019; Latunreng and Nasirin, 2019; Lionardo et al., 2020b). Therefore, the bureaucracy should be neutral, clean, and professional. Violation of the neutrality of the State Civil Apparatus in politics.

Since the State Civil Apparatus Law, the hope of the government is that there will be no more State Civil Apparatus involved in politics. The involvement of the State Civil Apparatus can be seen in terms of being a successful team of candidate candidates during the campaign period, and being a campaign participant so that the quality of public services is disrupted. The position of the State Civil Apparatus is an element of the State apparatus which must be free from political influence and intervention. State Civil Servants function as implementors of public policies, public servants, and the glue that unifies the nation. State Civil Servants play a role as planner, implementer, supervisor of the implementation of general government tasks and national development through the implementation of professional public policies and services, free from political intervention and free from collusion, corruption and nepotism practices.

Local Government Policies in the Context of Realizing Public Service Motivation in the State Civil Apparatus focus on the prohibition of the Use of Local Government Facilities during the Regional Lead Election Campaign Period in order to create State Civil Servants who have integrity, are professional, neutral and free from political intervention, free from corrupt practices, collusion and nepotism. Efforts to maintain a conducive climate and provide opportunities for the State Civil Apparatus to exercise their voting rights freely while maintaining neutrality, and not obstructing or mobilizing the State Civil Apparatus in their environment. Do not make action decisions that benefit or harm society. Several research findings indicate that civil servants must be neutral and should not take sides. The involvement of the State Civil Service in politics has become a hot issue during the democratic process.

Table 2. Types of State Civil Servants in the Local Government Environment



Source: Secondary Data, 2021

Based on the data above, it can be explained that public services can be carried out responsibly and professionally. It's just that the community as the main target in making a policy by the government and especially to the State Civil Apparatus must have a spirit of motivation to serve, be neutral and not take sides or get involved in politics and not be influenced by any group so that in providing services to the community it is not discriminatory and The State Civil Apparatus is required to be independent, not involved in a political stage and be able to provide services to the community in a professional, honest, fair and equitable manner.

Based on the data presentation and discussion above, it can be concluded that the Regional Government Policies in the Context of Realizing Public Service Motivation in the State Civil Apparatus during the period of democratic

politics have minimized the existence of non-neutral State Civil Apparatus, because prior to the existence of strict sanctions regarding violations of the Neutrality of State Civil Apparatus there were Many cases related to the State Civil Apparatus are not neutral and take sides with certain interests in public services.

5. Conclusion

Based on the results of research and discussion can It was concluded that the Regional Government Policies in the Context of Realizing Public Service Motivation in the State Civil Apparatus were not optimal because they were still there is a neutrality violation by the State Civil Apparatus at level theof policy content and policy context. In the content dimension of the State Civil Service Neutrality Policy public services have not yet produced positive benefits for society. The bureaucratic climate has not shown the changes to be achieved in line with the democratic practices that take place in the local government, which should be independent, not involved in politics and can provide services to the community in a professional, honest, fair and equitable manner. It is time for public administration reform to prioritize service transparency between the public and the government. There are still obstacles that occur in the implementation of the Neutrality Policy for the State Civil Apparatus, for example officials who are authorized to have a hierarchical relationship with candidates who take part in services in the form of kinship, regionalism, ethnicity and the like, lack of strict sanctions given, rewards or benefits Human resources are wrong one obstacle during carrying out public service duties.

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Biographies

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