



'REVOLUSI MENTAL' TO BUILD THE CHARACTER OF BUREAUCRATS IN INDONESIA

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ABSTRACT

'Revolusi mental' is an important agenda of the Indonesian present government, that was initially proposed by Joko Widodo in his presidential campaign in 2014, aimed to build the nation's character, notably by establishing qualified model of public service. It is based on the notion that the national building may not be able to succeed if relying solely on institutional reforms without having to revamp the human or the nature of those who run this system. Bureaucracy is the main target of the mental revolution because it has a strategic role and function in the implementation of national goals. The low performance of bureaucracy in public service becomes one of the obstacles in achieving the development goals. Hence, to improve the performance of bureaucracy in the public service sector it is necessary to revolutionize the bureaucratic mentality. Mental revolution movement in bureaucratic system in the public service is aimed at changing the mindset of bureaucracy to really serve the public interests. The change in the work culture is really necessary because the public service in Indonesia has since decades been attributed with incompetent, wasteful, slow and corrupt. Hence, Joko Widodo as new elected president attempted to reform the work culture of bureaucratic sector characterized by responsive, simple, competent, and clean. The success of the mental revolution of bureaucracy associated with public services, will be a marker, reminders, and drive the mind to be productive in the development, for the realization of the ideals of bureaucratic services.

Key words: revolusi mental, bureaucracy, public service, Indonesia, character building.

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1. INTRODUCTION

'Revolusi mental' or mental revolution was firstly initiated by the first Indonesian president, Ir. Soekarno (1945-1966), which is a movement to galvanize Indonesian society to become strong and progressive. Moreover, this term was also used in Malaysian politics as an effort to inculcate the Malays with modern values (Rahman, 1971; Alatas, 2015; Seavoy, 1979;

Ibrahim & Noorshah, 2012). In the current administration, President Joko Widodo, popularly called Jokowi, in an effort to further strengthen the economic sovereignty, enhance competitiveness and strengthen the unity of the nation, make the mental revolution as a government program (Sefsani & Ziegenhain, 2015; Mietzner, 2014). This program is a movement intended to build the character of the nation by changing from the outdated ways of thinking to the much responsive attitude toward global development, independent, and progressive (Sambhi, 2015). This movement henceforth contains many elements of cultural paradigm, political metaphors, social movement, and economic interest (Lane, 2015; Widiana & Yustisiana, 2015). The notion of the mental revolution is departed from several basic assumptions. First, the mental revolution is a movement of the whole society, both government and people, in a quick way to re-establish the strategic values needed by the nation to be able to create the order and welfare of the people to win the competition in the era of globalization. This assumption is driven by economic factor to establishing the national strength in the era of globalization. Second, the mental revolution can also be interpreted as a movement to change the perspective, thoughts, attitudes, and behavior of everyone to be oriented to progress and modernity so that Indonesia becomes a big nation and able to compete with the nations of the world.

The purpose of the mental revolution movement is to change the way of view, thought, attitude, behavior and work-oriented way of progress and modernity so that Indonesia becomes a great nation and able to compete with other nations in the world. This program is also attempted to awake awareness and build an optimistic attitude in looking at the future of Indonesia as a country with great power to achieve high, productive and potentially become a developed and modern nation. Lastly, the mental revolution aims to create a sovereign Indonesia politically, independently economically and culturally (Widjiastuti, 2016). In the context of national development, mental revolution must begin from the state organizers such as politicians, law enforcement officials and the bureaucracy. This paper focus on describing the concept of mental revolution of bureaucracy associated with public services. The mental revolution of the bureaucracy is intended to realize human resources integrity in serving the public interests.

2. PUBLIC SERVICE IN INDONESIA

Indonesian government enacted the Law No. 25 of 2009 concerning Public Service. In this law, the definition of public service is an activity or series of activities in the context of fulfilling the needs of services in accordance with legislation for every citizen over the goods, services and / or administrative services provided by public service providers. Lewis and Gilman (2005) attributed the public service as public trust. Basically, citizens hope that public services can serve with honesty and proper management of income sources, and be accountable to the public. Fair and accountable public services generate public trust. It takes the ethics of public service as a pillar and a public trust as the foundation to realize good government. Roth (1926) defined public service is defined as a service available to the public, either in general (as in museums) or in particular (as in food restaurants).

Along with the development of the dynamics of development and technological progress, the public demand for quality public services is growing rapidly. The government also demands the bureaucratic credibility through the ability to provide public services that satisfy the community in accordance with the available capabilities.

There are four important elements in the process of public service, namely (Bharata, 2004). First, service providers, such as the party capable of providing particular services to consumers, either in the form of the provision of services and delivery of goods or services.

Second, the recipient of the service, namely those referred to as consumers who receive various services from the service provider. Third, the types of services, defined as the services that providers can provide to those who need services. Fourth, customer satisfaction, in which in providing services, providers must refer to the main purpose of service, namely customer satisfaction. This is very important because the level of satisfaction that customers get is usually very closely related to the quality standards of goods and or services they enjoy.

According to Kasmir (2006), the characteristics of good public service is to have the elements of (1) the availability of good employees, (2) the availability of good facilities and infrastructure, (3) the responsiveness to every customer needs from beginning to end, (4) capable of serving quickly and precisely, (5) capable of communicating, (6) providing assurance of confidentiality of each transaction, (7) having good knowledge and ability, (8) trying to understand the needs of customers, and (9) capable of providing trust to customers.

3. PRINCIPLES OF PUBLIC SERVICE

There are several principles in the administration of government services and licensing that must be considered, namely (Ratminto and Winarsih, 2006). First, empathy with customers. Employees serving licensing services from licensing agencies must be able to empathize with the community of service users. Second, simplify the procedure. The procedure should be designed as short as possible, thus the concept of one stop service is really applied. Third, clarity of service procedures. The service procedure should be designed as simple as possible and communicated to the service user community. Fourth, the minimization of service requirements. Requirements in administering services should be limited as little as possible and as much as is absolutely necessary. Fifth, authority clarity. The authority of the employees serving the community of service users should be formulated as clearly as possible by creating a task chart and distribution of authority responsibility and domain.

Sixth, cost transparency. The service charge should be set as minimum and as transparent as possible. Seventh, the certainty of the schedule and duration of service. Schedule and duration of service must also be sure, so that people have a clear representation and not restless. Eighth, minimization of the form. Forms should be designed efficiently, resulting in a composite form (a form that can be used for various purposes). Ninth, maximization of the validity period of the permit or license. To avoid too many people taking care of the permit, the validity period of the permit should be established as long as possible. Tenth, the clarity of rights and obligations of providers and customers. Rights and obligations both to providers and to customers must be clearly defined, and supplemented by sanctions and provisions of indemnification. Eleventh, the effectiveness of the handling of complaints. Good service providers wherever possible should avoid complaints. However, if a complaint arises, a mechanism must be designed to ensure that complaints are handled effectively so that the issues can be resolved promptly.

Particularly in Indonesia, the implementation of public services must also fulfill some of the principles of service as mentioned in the regulation of Ministry of State Apparatus Empowerment Kepmenpan No. 63 of 2003 (Ratminto and Winarsih, 2007) states that the implementation of public services must meet the principles of simplicity, in which public service procedures are not complicated, easy to understand and easy to implement. Second, clarity including in terms of the technical and administrative requirements of public services; work units / officials authorized and responsible in providing services and settlement of complaints / problems / disputes in the implementation of public services; and, details of the cost of public services and the procedure of payment. Third is certainty of time, in which the implementation of public services can be completed within the specified time frame. Fourth,

accuracy in which public service products are received correctly, accurately and legitimately. Fifth, security, in which public service processes and products provide a sense of security and legal certainty. Sixth, responsible. The head of the public service provider or appointed official is responsible for the delivery of services and the settlement of complaints / problems in the implementation of public services. Seventh, completeness of facilities and infrastructure, availability of adequate work facilities and equipment, work equipment and supporting facilities, including provision of telecommunication and information technology. Eighth, ease of access, is meant that the places, locations and facilities of adequate services is easily accessible to reach by the community, and can take advantage of telecommunications and information technology. Ninth, the character of discipline, modesty and hospitality, in which the service provider must be disciplined, polite and courteous, friendly, and provide service with sincerity. Lastly, comfort in which the service environment should be orderly, organized, provided a comfortable waiting room, clean, tidy, beautiful and healthy environment and equipped with support facilities such as parking, toilets, places of worship and others.

4. CHARACTER BUILDING IN PUBLIC SECTOR

From the above description can be concluded that public service is a form of service performed by the government either in the form of goods or services to meet the needs of society or in the implementation of legislation in accordance with the principles and principles of public service. However, to implement the ideal values of public service is not easy task. There are need some strategies to make bureaucratic system qualified.

One of the biggest challenges to establish good governance lies in human resources bureaucratic apparatus. Good governance requires a professional bureaucracy that is clean and serve the public. In the context of bureaucracy, the word 'clean' refers to the notion of free corruption, collusion, and nepotism (Muhlizi, 2014). The clean apparatus then must be recruited to proceed in office and duties as bureaucratic system. As for professionals, understanding that bureaucratic apparatus has the competence or expertise in the field, innovative, accountable, and uphold the ethics and integrity of the profession. State apparatus must prioritize the community, meaning adjusting service standards based on community needs. Government politics will metamorphose into an open bureaucratic system, with performance success evaluated on the basis of community expectations and satisfaction. Another important challenge for the quality of public services is to create a service culture as a process of substantial change by reducing the horizontal, deeply rooted paradigm that full of incompetencies.

Hence, the strategy of internalizing the mental revolution strategy is through bureaucratic lines, educational institutions, community groups, the private sector, to all levels of society (Asrori, 2016). There are three values contained in the mental revolutionary movement in the forms of (1) integrity (honest, trustworthy, responsible), (2) hard work (work ethic, competitiveness, optimistic, innovative, productive), (3) mutual cooperation (cooperative, solidarity, communal, oriented benefit and togetherness)

Mental revolution can be done through system changes. This change is aimed at building competition and openness in the bureaucracy. Tradition of prioritizing the seniors in filling office must be changed with competitive and open competency-based promotion system, as mandated by the law No. 5 of 2014 on state civil apparatus. A performance management system should be implemented from the organizational unit, to the individual level, accompanied with clear and measurable performance indicators and targets. This performance

achievement should be linked to promotions, compensation increases, and self-development opportunities.

To prevent the development of sectoral ego attitudes, the use of technology, especially information and communication technology becomes a necessity. Public information disclosure will force the bureaucracy to be more transparent and accountable. Information and communication technology will help establish a culture of sharing data and information among government agencies in decision making. The equally important is that the mental revolution must also be supported by a strong internal government oversight system. It is not only oversight of legal compliance and performance, but also on the code of conduct and bureaucratic integrity.

The movement of the mental revolution refers to the initial idea of success when some prerequisites are met if it is viewed as not a project but a social movement, there are the existence of political will to ensure the sincerity of the government, the cross-sectoral and participatory system (collaboration of government, civil society, the private sector, and academia). Moreover, the mental revolution must be started with a trigger by alter the feudal values, and the program design should be user friendly, popular, be part of a lifestyle, and holistic. The public space is also required to involve in this movement, aimed at regulating social life (public morality).

5. CONCLUDING REMARKS

The bureaucratic mental revolution movement at least includes three transformative steps. First, changing the mindset of bureaucratic activities. This step must be done in the framework of a mental revolution in the ranks of the bureaucracy to change the mindset, of service-based bureaucratic, oriented to achieve outcomes and benefits benefits. With the change of orientation paradigm, then all bureaucrats and civil servants as man power of the system of bureaucracy, will always be present in the middle of society to protect, serve and prosper society. Second, changing the work culture. This step is being developed to change the work culture of the bureaucracy, from a incompetent, wasteful, and corrupt work culture to a responsive, simple, competent, cross-sectoral cooperation and clean work culture. Thus, the future government bureaucracy will be able to solve various problems of life in society and the nation. Third, reforming management structures. Government bureaucracy has been less responsive in responding to the great public expectations and the rapid flow of social, cultural, economic and political change as a result of globalization. To make a responsive bureaucracy in response to the dynamics of good governance and rapid change, the management structure should be laid out to the right size, right process and the appropriate function.

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