




The success strategy of the mayor of Yogyakarta, Herry Zudianto (2001-2011) in carrying out bureaucratic reforms to create good governance

Abdul Fikri Wisudawan Siregar

Political Science Study Program/Faculty of Social and Political Sciences/Sharif Hidayatullah State Islamic University Jakarta, Indonesia

ARTICLE INFO	ABSTRACT
<p>Article history: Received May 29, 2023 Revised June 20, 2023 Accepted July 17, 2023</p>	<p>The results of the study show that the successful strategy for bureaucratic reform of the Yogyakarta City Government is inseparable from the role and commitment of leaders in realizing bureaucratic reform. Yogyakarta Mayor Herry Zudianto for the 2001-2011 period has realized his commitment. This commitment can be seen from the transformative leadership pattern, while the transformational leadership pattern can be seen from the 4 transformational leadership characteristics, namely the four i's (idealized influence, inspirational motivation, intellectual stimulation and individual consideration). The next success strategy consists of 3 stages. First, the formulation of the strategy includes developing a vision and mission, setting long-term goals and determining the main strategy for implementing bureaucratic reform in the form of change management. Second, implementation of the strategy by making improvements in the area of change in bureaucratic reform with reference to the bureaucratic reform road map from the Ministry of Administrative Reform and Bureaucratic Reform and the establishment of bureaucratic reform through the Mayor of Yogyakarta Decree Number 602/KEP/2007 concerning Implementation of Bureaucratic Reform in the Context of Realizing Governance the good one. Third, strategic evaluation by implementing internal and external evaluation through self-assessment of the implementation of bureaucratic reform, this evaluation is carried out to find out the obstacles in carrying out bureaucratic reform and through this evaluation the implementation of future bureaucratic reform can be carried out properly.</p>
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Corresponding Author:

Abdul Fikri Wisudawan Siregar,
D Political Science Study Program/Faculty of Social and Political Sciences,
Syarif Hidayatullah State Islamic University Jakarta,
Jl. Ir H. Juanda No.95, South Tangerang City, Banten 15412, Indonesia.
Email: siregar22@gmail.com

1. INTRODUCTION

In every organization, especially large organizations such as the state, bureaucracy is absolutely necessary so that the rules of the game that have been agreed upon between those who are governed (the people) and those who govern (the government) can implement them in order to achieve the goals of the state. Thus, it can be said that the bureaucracy is the most important thing in an organization.

The role and position of the bureaucracy in a country, are required to be able to carry out missions, carry out functions, and carry out all activities that are their responsibility in the country, with the maximum possible level of efficiency and effectiveness accompanied by service orientation and not power orientation. However, in fact, in daily practice in certain fields, the bureaucracy is often complicated, so that it has implications for inefficiency and ineffectiveness in carrying out certain matters which cumulatively will hinder the achievement of the goals of the country. Because of this, the term bureaucratism emerged, which is defined as a complicated procedure, time-consuming and costly, resulting in a high-cost economy.

The bureaucracy plays an important role in the formulation, implementation and supervision of various public policies, as well as in evaluating their performance, so that in every political development there are always possibilities and efforts to attract bureaucracy to certain parties. Bureaucracy is often used to achieve or maintain power by certain parties or parties in power. If the behavior of the bureaucracy develops under such political influence and becomes non-neutral, the bureaucracy which should carry out the mission of upholding the quality and efficiency and effectiveness of services in a neutral and optimal manner to the public will be oriented towards the interests of the party so that there is partiality from the public interest to service to the ruling party or party. -the ruling party.

The emergence of the reform movement in mid-1998 more or less brought winds of change in various aspects of life in society, nation and state. The national reform movement in all fields is essentially in line with and based on the paradigm of democratization and public participation to create good governance. Governance, which translates to governance, is the use of economic, political and administrative authority to manage state affairs at all levels. Governance includes all the mechanisms, processes and institutions by which citizens and community groups express their interests, exercise their legal rights,

However, the bureaucracy must keep up with the changes that occur by reforming itself in order to create a professional bureaucracy that is always ready to provide excellent service to the community. Bureaucratic reform is at least directed at the necessity of restructuring functions and organization, which in real terms leads to an established, fast and inexpensive bureaucratic organization. The urgency of the bureaucracy is supported by the condition of our bureaucracy which has not yet created a good bureaucratic tradition and there are still limited resources which prevent the development of a good bureaucracy from progressing as fast as it should.

The government bureaucracy demands the presence of visionary leaders who think and act strategically with high moral integrity. The government bureaucracy must be run with a high spirit of professionalism, namely by people who have reliability in knowledge, skills and commendable attitudes so that the ideals of reforming the bureaucracy can be realized. This is in line with the expression that humans are the main supporters of any organization, regardless of its form, each individual will bring his abilities, personal beliefs and experience into the bureaucratic order.

Among the tasks of government leaders is reforming the bureaucracy. Bureaucratic reform is carried out when there are serious problems that must be solved in a more comprehensive manner. A good leader must be a solution in dealing with the condition of a bureaucratic organization which is suspected by many parties to suffer from chronic illnesses. There is no other choice except that in dealing with bureaucratic diseases, the handling must be placed precisely within the framework of a comprehensive solution system to improve this chronic part of the system. The bureaucracy in most developing countries, including Indonesia, tends to be inefficient, not objective and even angry when dealing with control and criticism.

Factually, the actualization of a trustworthy leader's performance is for example his desire and courage in creating a responsive, open and accountable governance. Conceptually this idea is not something new, it's just that it will look different when there is a leader who dares to be different from what is practiced in other areas. The various successes shown by a number of regions that are considered successful in implementing good governance are actually not doing the same thing.

2. RESEARCH METHOD

the research used in this thesis is a qualitative type. This research procedure produces descriptive data, which describes and describes matters relating to the problem being studied, in this case regarding the success strategy of the Mayor of Yogyakarta in carrying out bureaucratic reform in order to create good governance.

data collection techniques used Literature and documentation studies, namely finding and collecting data on the problems in question through literature, books, newspapers, the internet and others related to the object being researched, interviews, this interview technique is carried out by collecting data and information through debriefing by asking several unstructured questions to competent parties regarding this case.

The analysis technique used in this study is descriptive analysis, which is a discussion that aims to make an overview of the collected and structured data by providing an interpretation of the data. By using this research technique, we hope to provide a systematic, factual, actual and accurate description of the facts.

3. RESULTS AND DISCUSSIONS

Research results and discussion

1. Implementation of Transformational Leadership Patterns in Implementing Bureaucratic Reform

In the reformation era, the socio-political conditions in Indonesia have undergone significant changes. Central and regional governments are required to be democratic, transparent and accountable and to be able to best serve the community. This changing situation must be accompanied by changes in the paradigm and work procedures of the government apparatus, so that the pattern of leadership from the government is in accordance with the demands of the community.

Bureaucratic reform is a necessity that must be carried out as soon as possible so that people's complaints that think that bureaucracy is a frightening specter begin to change into an easy and uncomplicated bureaucracy. In reforming the bureaucracy is not an easy and easy thing to realize. Because achieving good governance requires strong commitment, not only commitment from leaders but commitment from subordinates must also be shown.

The leader is one of the important indicators in an organization. The good of an organization can be seen from how the leader carries out his functions and how the leader is able to influence his subordinates to achieve satisfactory work results.

A. Idealized Influence (ideal influence)

Based on the research that the writer has done, the researcher analyzes that Herry Zudianto has an idealized influence character. This first character is described as behavior that makes followers admire, respect and at the same time trust it. Based on the narrative of Yogyakarta city officials at the time, Herry Zudianto was a leader who had good character, so that his staff admired, respected and trusted him. he gave a real example of implementing the principles of transparency, accountability and fairness. This has a big influence on the ideals of building good governance. Apart from that, be consistent with what he said and commit to realizing what he said.

The goal is to open a democratic faucet that opens public communication and direct dialogue with staff and the community. The implications that arise in this character lead to public participation which brings good effects and gives the public a view that a leader can easily be invited to dialogue on problems that arise, and here it can be seen that the community's enthusiasm for the leader has increased so that the community no longer feels there is a distance limit when they want to express their opinion directly.

B. Inspirational Motivation

In this case transformational leaders are described as leaders who are able to articulate clear expectations for subordinates' achievements, demonstrate their commitment to all organizational goals and are able to inspire team spirit within the organization through growing enthusiasm and optimism.

To realize a government that is transparent, accountable and aspirational. He actually implemented it by creating the Mayor's Greeting program through the Mayor's dialog with the community on the radio on Mondays and Thursdays. The purpose of this dialogue is that people are free to express their wishes and can also provide direct criticism and suggestions that will be listened to and will be followed up to be studied and then implemented in building the Yogyakarta City government which all the people of Yogyakarta dream of. 8 And here Herry Zudianto also invites all of its staff to capture each other's aspirations, listen properly to public complaints and respond to the surrounding conditions which are then implemented into a policy agenda.

C. Intellectual Stimulation

Transformation leaders must be able to generate new ideas, provide creative solutions to problems faced by their subordinates, and provide motivation to subordinates to seek new approaches in carrying out organizational tasks. 11 Recent ideas are a wish from the figure of Herry. Zudianto, he is a person who is hungry for innovation. Even so, he also always listens and appreciates every idea conveyed by his staff.

He provides a stimulus to foster creative new ideas for his staff, greets and solicits input from staff both directly and indirectly. He often exchanges ideas and input with his staff. He motivated them to look for new approaches in solving problems to the problems faced by society. For example, for underprivileged people, the government will provide guarantees in the form of health insurance to relieve them.

D. Individual Consideration

A leader who wants to listen specifically, wants to pay attention to the special needs of subordinates. Leaders with individualized consideration have a tendency to be friendly, informal, close and treat subordinates equally. In this case Herry Zudianto as Mayor of Yogyakarta at that time always provided space to continue communicating with staff and even the community, Herry Zudianto tried to build a close distance without feeling that he was a feared figure, according to him to achieve a maximum and mutual teamwork. trust even though a communication is built that invites all staff and the community to always be open to any obstacles encountered.

To support this open communication, during Herry Zudianto's reign, he always held meetings with his subordinates such as the lurah and sub-district heads to listen to complaints and find appropriate alternative solutions. According to Herry Zudianto, the meaning of government performance is not only a worldly meaning, but also a meaning of worship which concerns the implementation of human relations with God so that they work as well as possible.

How to apply the government leadership model is an important key to creating good government. From the results of the author's research, one of the things that influences the performance of the government bureaucracy in the City of Yogyakarta is caused by the influence of its leaders and is supported by the government system and the expertise of its human resources. The power of transformational leadership comes from the leader's ability to influence those who are led, provide motivation and inspiration, empower through intellectual stimulation and pay attention to the needs and development of individual followers, while directing all organizational components to have responsibility for achieving high performance.

2. Yogyakarta Mayor's Success Strategy in Implementing Bureaucratic Reform

Yogyakarta City Government is one of the local governments that has successfully implemented bureaucratic reform. Bureaucratic reform is the answer to complaints from the public who think that bureaucracy is a very difficult thing to do with complicated public services, arrogant apparatus and KKN.

Bureaucratic Reform in the City of Yogyakarta is a planned and sustainable process. Yogyakarta City bureaucratic reform has been going on since the 1990s, marked by the establishment of a licensing agency in 1996. Then during the Yogyakarta City government Herry Zudianto, Yogyakarta City bureaucratic reform efforts were further reaffirmed by making the bureaucratic reform agenda as the City of Yogyakarta's vision, namely realizing The City of Yogyakarta which is Good Governance. In addition, the bureaucratic reform that has been carried out by the Yogyakarta City Government is also in line with the draft road map and grand design of bureaucratic reform that has been stipulated by the central government.

The success of the Yogyakarta City government in carrying out bureaucratic reform was inseparable from the innovations carried out by the government at that time. In essence, innovation is an attempt to renew the paradigm in government implementation. The paradigm in question is the paradigm in the bureaucracy that replaces the old paradigm. The old paradigm indicates that the bureaucracy in local government is an arena of power where when carrying out its authority a bureaucrat is a local ruler. He can do anything without understanding the context of the political dynamics that surround him.

However, the new paradigm developed by the Yogyakarta City Government is more of an embracing paradigm in the sense of rulers, in this case the Yogyakarta Mayor Herry Zudianto prefers to call himself a public servant, and communication is also built not only among internal government officials but communication is also developed outside of government. this is done so that all the goals of the Yogyakarta City Government to make good governance receive a positive response and are supported by all levels of interest in the city of Yogyakarta.

The bureaucratic reform alignment team is a form of innovation by the Yogyakarta City Government, because the alignment team is not included in the national bureaucratic reform road map and this team is only owned by the Yogyakarta City Government. The alignment team is in charge of monitoring and evaluating the implementation of bureaucratic reform programs in eight areas of change. Monitoring is carried out all the time, this is done so that if there are problems in the process of bureaucratic reform, corrective action can be taken immediately.

A. Strategy Formulation

Long Term Goal Setting

Furthermore, the Yogyakarta City Government determines the long-term goals of bureaucratic reform. the long-term goal of Yogyakarta City Government bureaucratic reform based on Mayor Regulation number 602/KEP/2007 concerning regional action plans: implementation of bureaucratic reform in the framework of realizing good governance. The goals of Yogyakarta City bureaucratic reform refer to the 2010-2025 national bureaucratic reform goals, namely reducing and ultimately eliminating any abuse of public authority, increasing the quality of service to the community, making the bureaucracy proactive and effective.

Alternative Strategy Search

The alternative strategy for bureaucratic reform of the Yogyakarta City Government is the stage of implementation of bureaucratic reform contained in the grand design of national bureaucratic reform. The stages of implementing bureaucratic reform were chosen as an alternative strategy for bureaucratic reform of the Yogyakarta City Government based on the consideration that the

bureaucratic reforms that had been implemented within the Yogyakarta City Government were in accordance with the stages of bureaucratic reform formulated by the Central Government.

The stages of bureaucratic reform began with the refinement of bureaucratic reform policies by the central government with the publication of the 2010-2025 national bureaucratic reform grand design and the 2010-2014 national bureaucratic reform road map, then the regions prepared bureaucratic reform programs in eight areas of change based on reform policies. central government bureaucracy and then determine the quick wins of bureaucratic reform which will be used as leverage for the implementation of bureaucratic reform in the other eight areas. Implementation of programs in eight areas of change which include management, institutions, human resources, as well as supervision and accountability.

Main Strategy Selection

The main strategy for implementing bureaucratic reform of the Yogyakarta City Government is to implement change management. The management of changes in bureaucratic reform of the Yogyakarta City Government began with the formation of a Yogyakarta City bureaucratic reform team. The Yogyakarta City Government bureaucratic reform team is chaired by the Assistant for Public Administration while the Mayor and Deputy Mayor are appointed as supervisors, while team members are selected from key officials. The selection of these key officials as members is to ensure the commitment of officials within the Yogyakarta City Government to carry out bureaucratic reform.

This team was formed as a director whose job was to direct the bureaucratic reform process within the Yogyakarta City Government in accordance with the Regulation of the Minister for Empowerment of State Apparatuses and bureaucratic reform number 20 of 2010 concerning the road map for bureaucratic reform. In preparing programs in the eight areas, changes were made based on the previous bureaucratic reform process by making adjustments and improvements to the previously implemented bureaucratic reform programs. The preparation of each program in the eight areas of change also takes into account the policies of the central government in the eight areas of change while still making adjustments to the needs of the City of Yogyakarta.

The Yogyakarta City bureaucratic reform road map is a detailed implementation plan for Yogyakarta City bureaucratic reform which will be carried out within five years from 2007-2011 with clear annual targets. The bureaucratic reform road map also contains details of results-oriented bureaucratic reform programs in eight areas of change.

B. Strategy Implementation

The implementation of the strategy carried out by the Yogyakarta City Government is to make improvements in the areas of change based on bureaucratic reform, while the improvements in the areas of change that have been carried out by the Yogyakarta City Government,

Organizational Management and Management Program

This organizational management and management program aims to increase the efficiency and effectiveness of government institutions proportionally according to the needs of the implementation of government tasks, so that the bureaucratic organization becomes properly functional. The Yogyakarta City Government has carried out an organizational structuring program through the enactment of regional regulations No. 10 of 2008 which is guided by PP No. 41 of 2007 concerning the authority and organization of regional apparatuses with.

The purpose of establishing these regulations is to regulate the main tasks and functions so that overlapping can be avoided. 25 With these arrangements, the duties and functions of the organization are translated down to the lowest level so that each employee understands the duties, functions and responsibilities of each. With the organizational arrangement that has been carried out, the management of work mechanisms and procedures is going well.

The Yogyakarta City Government has regulated procedures and steps in carrying out each activity by establishing standard operating procedures (SOP). This SOP is useful as a standard performance measure for employees in completing and repairing, as well as evaluating the work that is their job so that employees no longer work according to their respective customs. The implementation of the establishment of this SOP is as a reference in carrying out tasks so that appropriate management regulations are formulated and directed so that overlapping of the main tasks can be avoided, it is also able to reduce the level of errors and negligence in carrying out tasks. And the most important thing is being able to guarantee the consistency of service to the community from the aspect of quality, time and procedures.

Improving the Quality of Public Services

This program aims to improve the quality of public services to the community marked by the accuracy of procedures, time and costs. All aspects of service delivery between all Yogyakarta Government agencies are directed at paying attention to 3 service principles namely, cheaper, faster and better. These three principles are absolutely considered to fulfill the wishes of the community. From field observations, the author gets a good view of licensing services at the Yogyakarta City Government Licensing Service office.

Licensing Service as a service office in terms of appearance has shown a good image. This is not found in every service office, most of which are identical to rooms that are insulated so that they look closed. However, this was not found in the Licensing Service of the Yogyakarta City Government. The service room at the Licensing Service of the Yogyakarta City Government appears to be open and there is no schedule, as well as the employees who do not look like ordinary Civil Servants.

This initial experience with the Yogyakarta City Government Licensing Service, the writer concludes, is trying to form a service image that is friendly to the community. Then from the ease of information that can be obtained it can be seen before entering the Licensing Service Office, where the information posted on the information board provides initial information to the public about the licensing requirements that can be fulfilled along with the duration of time required. Other information can also be seen in the brochure in the Licensing Service office, where the brochure can be owned and the function of the brochure is to make it easier for the public to find out what services can be provided.

The Yogyakarta City Government, in this case the Licensing Service, places its best employees in the front office. Because the front office is a part that serves the community so they have to deal directly with the community, and these employees must have good physical performance, employees must be smart and trained in service, to get employees who are reliable in serving the community, the Yogyakarta City Licensing Service makes a selection that is very strict, after carrying out the selection earlier, the employees who pass will be given training and coaching.

Arrangement of Apparatus Management System

The arrangement of this program aims to increase the professionalism of HR apparatus supported by a recruitment and promotion system, as well as the development of competency-based and transparent apparatus quality. Human resources are one of the important factors in an organization, both private and government. The good and bad quality of human resources determines the success and failure of a government organization.

The problem with the quality of human resources available for government administration in Indonesia is very limited. Likewise with the existence of human resources within the Yogyakarta City Government. Even though we know that in order to build an organization that can run effectively and efficiently, apart from being supported by institutional elements, the quality element of human resources as government administrators also determines success in carrying out reforms.

The steps above are general steps that are usually taken by the Government to boost the quality of each employee. In this case the Head of Organizational Affairs Unit concluded that to improve quality and professionalism within the employee body clear and strong rules must be made. Where each Regional Government Work Unit (SKPD) must be able to formulate an operational program (SOP). In this case the SOP is the foundation of an employee's work, after the formulation of the SOP you can see the results obtained, from these results it is known where the advantages and disadvantages of employees must be corrected.

4. CONCLUSION

Based on the results of the discussion regarding the successful strategy of the Mayor of Yogyakarta in carrying out bureaucratic reform in order to create good governance in this thesis, it can be concluded that the implementation of the bureaucratic reform of the Yogyakarta City Government has gone well even though there were several obstacles in its implementation. The successful implementation of bureaucratic reform in the Yogyakarta City Government was inseparable from the influence of the leader at that time, Herry Zudianto was a leader who influenced the improvement of bureaucratic performance in the Yogyakarta City Government and from this study it was concluded that Herry Zudianto in carrying out bureaucratic reforms used a transformational leadership pattern, This transformational leadership pattern has four dimensions known as the four I's, namely idealized influence, inspirational motivation, intellectual stimulation, individualized consideration. This transformational leadership style has implications for changes in the organization. Transformational leadership comes from the leader's ability to influence employees, provide motivation and inspiration, empower through intellectual stimulation and pay attention to the needs and development of individual employees. This transformational leadership style has implications for changes in the organization. Transformational leadership comes from the leader's ability to influence employees, provide motivation and inspiration, empower through intellectual stimulation and pay attention to the needs and development of individual employees. This transformational leadership style has implications for changes in the organization. Transformational leadership comes from the leader's ability to influence employees, provide motivation and inspiration, empower through intellectual stimulation and pay attention to the needs and development of individual employees.

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