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FOREWORD

We would like to thank God, Allah SWT that gives us guide and blessings so that the Proceeding of Paper Summary International Conference on Administrative Science (ICAS 2017) in the theme of Challenges of Public Administration in Developing Countries has been published. The ICAS 2017 was held in 20-21 November 2017 in IPTEKS Building, Hasanuddin University, Makassar, Indonesia.

Public administration in developing nations is a transformation process mainly influenced by colonization and globalization process which is embedded in a systemic domination of Western society. The transfer of concepts and practices from one society to another is full of pitfalls and barriers due to different social, cultural and historical backgrounds. Some studies address inherited and borrowed Western model is often incompatible in developing societies since it makes their public administration systems contextless. Consequently, most public organizations in developing countries are reluctant to change and tend to uphold their traditional values. The bureaucrats in developing nations, however, are more likely to follow the new structure and form of the Western model, but they have no intention of making the actual transformation, specifically in cultural sense. As a result, this condition leads to undermanaged administration system which can impede the developing countries to accelerate the achievement of the sustainable development goals agenda in 2030.

There are 114 paper summaries from various topics including Public Policy, Ethic on government, administrative culture, disaster management, religion and spirituality, social and political trust, gender equality, social justice, citizenship, leadership, e-Government, post conflict governance, bureaucracy and democracy. 60 papers are selected to go through a strict peer-reviewed process, and these papers are published in the ICAS 2017 paper summary proceeding.

We would like to thank anyone who has participated in the program of ICAS 2017 and writing paper summaries in this proceeding. We wish that all paper summaries might be useful for everyone and readers that can contribute in facing challenges of public administration in developing countries

Makassar, November 2017

Editor in Chief

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HOW DO PUBLIC OFFICIALS PERCEIVE THEM AS TAXPAYERS? STUDY OF EFFECT OF MODERNIZED TAX ADMINISTRATION SYSTEM, TAX SANCTION, TAX SERVICE, AND TAX MORALE ON TAX COMPLIANCE OF PUBLIC OFFICIALS IN INDONESIA

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Introduction

Governments worldwide aim at sustainable high levels of tax compliance, in the sense that they strive for increasing and maintaining tax compliance levels so that their tax ratios are in accordance with international standards, by average in the range of 20-40 percent GDP. Unfortunately, Indonesia has not succeeded in this context. As a developing country with high economic growth rates and GDP per capita growth (i.e. that represents the capability of person to pay taxes), to date, Indonesia is still struggling with its low tax compliance. It is evidenced by the capability of government to collect taxes or tax ratio at just around 12 percent of GDP.

Indonesia concerns about tax compliance issue. This is because the existence of it affects tax revenue. Currently, almost 80 percent of government income is derived by tax revenue, so that many efforts are realized by reforms of tax system. Tax reforms in Indonesia are performed in the two phases, in which the first stage was carried out in the interval of 1983 until 2000 and the second phase of reform was began in 2001.

However, these efforts could not be able to solve the problem of poor tax compliance. According to the perspective of problematic tax compliance in Indonesia, I found the link between the low tax compliance with the behavior of public officials, in which their behaviors are accompanied by two normative assumptions as role model and father-figures for society. Interestingly, there is no research related to tax compliance of public officials. Therefore, I conducted study focused on the role of public officials as taxpayers. In this study, I explored tax compliance of public officials and factors underlying their tax compliance by main research question:

“How do public officials in Indonesia perceive their tax compliance being influenced by underlying factors such as the level of modernization of the tax administration system, tax sanctions, tax services and tax morale?”

Methods

In this study, I formulated the framework of study by combining the concept of tax compliance with four main factors that are relevant to tax compliance, namely modernized tax administration system, tax

sanction, tax service, and tax morale. I determined the tax compliance as dependent variable and the modernized tax administration system, tax sanction, tax service, and tax morale as independent variables in order to measure how these two kinds of variables interacts and effect for these relationships. I generated the survey study with public officials as unit of analysis to explore the perception of them toward their tax compliance and toward factors underlying tax compliance. By sampling method, I obtained 400 respondents. Moreover, I used the questionnaire as a tool to collect data by Likert scales with the answer to be 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree, and also the option of 'don't know' (number 8). Data collected then are analyzed by descriptive analysis to depict perception of respondents toward their tax compliance and toward factors underlying tax compliance and the verification analysis to measure the effect of perceptions on factors that are relevant to tax compliance toward the tax compliance of respondent by correlation and regression analysis. All analyses are performed by using application of SPSS ver.17.

Results

Through the analysis of literature and policy documents, I identified four main factors affecting tax compliance: modernized

tax administration system (MTAS), tax sanctions, tax services, and tax morale. I had a closer look at what the literature has to say about these four factors, how they have been subject to changes as part of tax reform in Indonesia, and how the relationship between each factor and tax compliance has been evaluated in the Indonesian context, in academic research. Subsequently, I focused on the role of public officials. This is because, refer to the perspectives of problematic tax compliance in Indonesia, this problem is related to behavior of public officials. Moreover, in the scope of Indonesia's laws and social system, public officials are viewed as representatives of government and as role models ("father-figures"). I found that to date no research has been done on tax compliance by public officials specifically.

The survey study involved 400 respondents, all of them public officials, with 360 government employees and 40 state enterprise employees. Most of the respondents were male and married. The most common age group was 29-39 years old; the most common level of education was a bachelor's degree. Respondents indicated they got their tax knowledge from the internet and through tax socialization (i.e. tax information from tax offices). In terms of origin, the respondents were adequately spread over Indonesia; they come from 29

different provinces. Most respondents were civil servant in local government, and most respondents had income in addition to their salary.

In this study, the role of public officials as taxpayers is illustrated by perception of public officials toward their tax compliance and toward factors underlying tax compliance, namely modernized tax administration system, tax sanction, tax service, and tax morale, in which other public officials are as implementers of these elements. In my study, I found that public officials perceive their tax compliance in the good category, even though public officials behave far from perfect. This is because over the last two years 27 percent, they did not submit the annual tax return in time, and nearly 24 percent of the respondents indicated that they had been late in paying taxes.

Interestingly, even though public officials perceive their tax compliance in the good category, in fact, they realized that they have a problem with integrity in taxation. It is evidenced by the bad perception toward their tax morale. They are also aware that other public officials as implementer of modernized tax administration system, tax sanctions, and tax services have a problem with integrity, according to the average of bad perception toward the implementation of these elements. I found similar results when I looked at the

two groups of public officials involved: government employees and state enterprise employees. Overall, state enterprise employees had lower scores on their perception of the five variables, but not all differences between government employees and state enterprise employees were significant.

The verification analysis showed that in terms of the overall model, the four variables (MTAS, tax services, tax morale, and tax sanctions) have a combined effect of 14.6 percent on the dependent variable of tax compliance. Significant (but rather low) correlations with tax compliance were found for MTAS, tax services and tax morale, but not for tax sanctions. The combined effect of four variables has a higher effect on tax compliance of public officials than their partial effects taken together (this is also true for the two sub-samples of government employees and state enterprise employees). This finding indicated that, in terms of future reforms, on just one or two of the four elements is not advisable; a comprehensive approach makes more sense.

Conclusions

Low tax compliance in Indonesia constitutes an anomaly conditions if it is referred to the considerable GDP per capita growth and the tax reforms conducted more than three decades. Currently, Indonesia still

faces with problematic tax compliance influenced by the behavior of public officials. Therefore, I conducted the research focused on this group to explore the role of public officials as taxpayer by considering them as a role model and father-figures for society (normative assumptions) and to date, there is no research related to this issue.

As a result, although public officials perceived their tax compliance in the good category, in fact, they perceived in the average of bad category for factors underlying their tax compliance in which other public officials were as implementer these factors. As consequence, the effect of the four main factors is however very low. These findings indicated the failure of public officials in fulfilling their functions as role models. Although, they perceive in the good category for tax compliance, the bad perception toward the four main factors underlying tax compliance and low effect these factors on tax compliance resulted that the tax compliance of public officials is volatile and is vulnerable to shock and to deviate.

Therefore, the improvements should be conducted related the role of public officials as taxpayers. This study recommends that public officials should be more transparency and publicly declare their incomes. Assessment for them should be

done by external auditors and not by colleagues. In the general scope, government should inform transparent information regularly about how tax revenues are used. All attempts to improve the behaviors of public officials as taxpayers require a strong commitment. This commitment is a primary tool because, referring their function as a role model, the positive and negative behavior of public officials as taxpayers can affect the behavior of society in fulfilling tax obligation.

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TO BREAK DEPENDENCE ON TIN MINING
(The Analysis of Dependency Theory on Constructive Policy In Economic
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Introduction

Development is a planned process of change to improve various aspects of people's life to be better. According to Effendi (2002:2), the development is an effort to improve all resources which conducted in planning and sustaining as a principle power to spreading system. The development is also a process of change included the whole social system, economic, political, education, culture, infrastructure, and other sectors. This research focus on development which often formulated through economic development. According to Meler and Baldwin (in Safril, 2003: 142), the economic development is a process, with in it the real national income will increase the economy during a long period of time. As in Bangka Belitung Islands Province (Babel) is also currently improved the economic development in order to increase people prosperity and welfare. For

such reason, after the election of Governor and Vice Governor in February 2017 and the elected governor and vice governor Erzaldi Rosman and Djohan-Abdul Fattah face main challenges, to break the economic dependence on tin. There are some basic reasons why Babel economy in Bangka Belitung must break on tin dependency, they are the potential lack of natural resources that cannot be this renewable, the decreasing global tin prices, the rise of the illegal trafficking of tin, and natural devastation impact caused by the emergence of illegal mining. Not only those; unconventional mining is only presence of negative impacts in the social life. This condition, make Erzaldi-Fatah must construct a policy that served as their priorities policy in Bangka Belitung economic development after tin. It is really put people at a prosperous evenly and it is in line with environmental development

and social life. As any development concepts of Galtung definition, which as a meeting effort basic need of human, both individual or group, in ways would no damage caused, good against social life and the natural environment (Trijono, 2007:3). Based on the discussion above, it can be formulated that the focus on this study is to identify and to analyze the constructive policy of Erzaldi-Fatag in order to develop Bangka Belitung economy after tin. Meanwhile, the purpose of this study is to find whatever constructive policy has been done by Erzaldi-Fatah and then the analysis of constructive policy through the dependencies theory.

Methods

This research is the qualitative method. According to Creswell (2010: 4), the qualitative study is methods to explore and understand the meaning by individuals or people group ascribed of social problems or humanity. The kind of approach of this research is descriptive, such research describes the problems solving which exist based on data. The kind of qualitative descriptive research used in this research was intended to obtain information about constructive policy conducted by Erzaldi-Fatag in efforts to break Bangka Belitung economy from tin dependency. This is in line with the qualitative study objective, it is the

research methodology used to scrutinize on condition objects the physical, (as an adversary is experiment) which researcher is as an instrument key, the data collection technique was conducted in triangulating (combined), data analysis is an inductive, and the result of the qualitative study is emphasized on the meaning of a generalization (Sugiyono, 2010: 1).

Meanwhile, the data collection process conducted in this research is to observe technique and interview. The observation that conducted through an observation (primary data) as actor, namely the role of the observer openly known to all the subject or it can also support by the subject. The observer also supervise in local media as secondary data. While the conducted interviews in this research was structured. The goal is to provide opportunities for observer to more developed research questions.

Results/preliminary result/critical review

In this research, the observer used Theotonio Dos Santos concept. The thesis submitted by Santos is a dependence of subdivision has three types; colonial dependence, the financial industry dependence, and industrial technology dependence (Martono, 2012: 69).

a. Colonial Dependence

After in this colonial, domination and monopolies tin mining here is owned

by central government through Tin Mining Company. The result of this domination and monopoly then the strengthened with the tin exchange or ICDX (Indonesia Commodity and Derivatives Exchange). To fight this domination and monopoly, Erzaldi-Fatah govern a policy in agriculture, named Green Babel. Not only this, Erzaldi-Fatah also asked the central government to evaluate or dissolve ICDX. This is because the presence of ICDX does not give a good contribution to people in Bangka Belitung. Erzaldi-Fatah also govern a policy named Blue Babel. Blue Babel focuses on the development of the economy of Babel through the tourism sector.

b. Financial Industry Dependence

To overcome this financial industry dependence, Erzaldi-Fatah then do strengthening the small and medium enterprises. To conduct nothing to strengthen macro, small, and medium scale business, Erzaldi-Fatah also govern a policy; *Babel Sejahtera* (Bright Babel). The Policy is field of energy, trying to bring investors concern on energy. Not only those, to further the people prosperity, Erzaldi-Fatah also govern a policy in Sovereign Babel. According to

Bambang Ari Satria (2017), this policy is focused on inflation control.

c. Industry Technology Dependence

The form of industrial technology dependence clearly visible on a used in conducting tin mining. To solve this complex problems, Erzaldi-Fatah conducts several steps in strategic quite. Beside directing people to change their profession into the agricultural sector, tourism, and the micro, small and medium scale business, Erzaldi-Fatah also govern some policies, one of them is Babel Smart. Besides, to further strengthen the policy of Babel Smart, according to Bambang Ari Satria (2017) Erzaldi-Fatah also governed a policy of Babel Prosperous which focuses on human resources. then, Babel Prosperous policy and Babel Wealth policy.

Conclusions

Based on the results of descriptive analysis analyzed before in discussion, it can be drawn some research conclusion. First, historical, tin mining in Babel has begun about 17th and 18th centuries. Hence, reasonable if the difficulty to take off dependence Babel economy of tin until now. After the colonial system abolished, tin mining then taken over by the government through tin mining company. Not much

different from Dutch colonial, a state-owned company is also doing mastery of tin mining. The mastery is strengthened by the establishment of the tin (ICDX). This mastery is a bad affect for the people walfare. To this condition, Erzaldi until now continue doing for ICDX dissolved.

Second, besides colonial dependence, the presence of tin also result in dependence on the financial industry and industrial technology. To deal with this problem, Erzaldi-Fatah govern several constructive policy. There are eight categorizations of policies, including the micro, small and medium scale business, Green Babel in agricultural sector, Sovereign Babel in food, Babel Bright in energy, Blue Babel focused on infrastructure, Babel Prosperous in human resource development, Babel Wealthy in rural development and Babel Smart that focuses in education. In addition, to overcome Babel economic dependence of tin, this policy seeks to release monopoly tin prices often time done by countries export destination. On the other hands, it can be concluded that policies govern by Erzaldi-Fatah as a development model after tin to maximize natural resources potentials and improve human resources to be superior and able to compete in the workplace.

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BUREAUCRACY IN CRIMINAL JUSTICE

(A Study of Criminogen Factors in Law Enforcement on Narcotics Crime Settlement)

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Introduction

Since the country has chosen to make modern as the basis of the nation's life, it actually also invites crimes for the country legal behavior. Modern law which emphasizes on certainty, regularity and order, in practice or the implementation of law in society, there are found various contradictions. Rahardjo (2007) identifies that the law which carries the banners of regularity and order can in fact lead to the opposite. It is not only *ordegenic* but also *criminogenic*.

Referring to Muladi's (1995) statement that the Criminal Justice System (CJS) has *criminogenic* properties, it can actually be broken down into three factors. *First*, legal factors underlying the operation of criminal justice. *Second*, law enforcement behavior. *Third*, criminal justice bureaucracy that allows law enforcement "to play" its role

and duty for personal, group, and group interests. All three factors are actually related since they cannot be separated one by one, but for this discussion, the focus will be on the second and third factors.

The *criminogenic* nature of criminal justice can be identified from the first time the case goes to court, then to the penitentiary, with its peak in court proceedings. In the judicial process, the involvement of actors (human / law enforcement) and bureaucracy/procedure is very high. Each institution in criminal justice has its own criminality, but which one has the widest and longest range to commit a crime is an advocate. Due to the wide scope of the advocate's work, he/she can engage in sustainable deviance. Based on that, it is not surprising that Rajagukguk (2008) believed that advocates can be a channel that gives

birth to corruption, and can also be channel that eradicates corruption.

The embodiment of *criminogen* in criminal justice appears in cases of narcotics, where the provisions concerning the determination of status for suspects and process are often used as commodities for self-benefit as well as institutions through a process of dishonest assessment. The placement of status for the suspect which has been caught by the police and National Narcotics Board is done through the assessment. The assessment is conducted by an Integrated Assessment Team consisting of Team of Doctors and Legal Team. A tortuous and time-consuming bureaucracy causes the assessment process to be quick, and the behavior of the Assessment Team is sometimes unprofessional which causes the outcome to be inconsistent.

Narcotics abuse has a broad and complex dimension from medical, psychiatric, and psychosocial sides. Narcotics abusers are sick people, who should be cured through placing them in medical and social rehabilitation institutions. Furthermore, it is found that in order to avoid the law, the assessment process is made in such a way; therefore, a person who should be categorized as a narcotics abuser is changed his status to an addict to obtain rehabilitation facilities.

Methods

The approach of the research is law in action approach; it is a study of social science which is non-doctrinal and empirical. The primary data sources of the research are utterances and action. Moreover, the supporting data are documents and stuffs. The research is taken in Central Java. The objectives of this study are legal norms, and community behavior. The research informants are determined purposively including advocates, judges, police, prosecutors, prison officials, narcotics addicts and service users or recipients of legal aid from advocates. The data are collected by interactive and non-interactive methods. The data obtained were analyzed by interactive analysis model.

Result

There are two important points as the subject in this section; those are law as behavior and bureaucracy in law enforcement. There are two approaches in judicial review: traditional and non-traditional approaches. The traditional approach is a study of law and justice from a purely normative point of view. The traditional approach has its weaknesses: *first*, it is unable to express the reality of law and court more perfectly because it ignores the social dimension of law and judgment; *second*, it ignores the human element and judge as human beings. With regard to this human

element, there are various dimensions of human life which helps in shaping and influencing judges in decision making (Sudirman, 1999).

The non-traditional approach is a legal and judicial study from a multi-disciplinary perspective to gain a comprehensive understanding about the breadth and depth of the workings of positive law in society. This approach does not see the law as text, because the law as text is silent and it is only through human that it becomes "alive" (Sudirman, 1999). This approach emphasizes the consideration of social facts in the making, interpreting and application of law.

Both approaches have weaknesses. It is emphasizing the disclosure of legal facts; it will not only analyze the interrelationships between expectations and the needs of society with consideration of judge's decision. The study of followers for both approaches is still limited to social facts that have juridical meaning, it is fact that is considered legally relevant, and is considered to be important in the framework of the establishment of law.

Compared with doing law by text, the law through behavior can be called blind law. The rules arise immediately from the interaction between people of society. This is the way of doing law through optima prima behavior. It is because doing law with actual text ultimately leads to behavior.

Nonetheless, the behavior is projected on the text of the law (Rahardjo, 2009).

Non-traditional studies emphasize more about the reality of law and justice (sociological jurisprudence and legal realism). The legal science that point out the behavior of law enforcement is behavioral jurisprudence. Behavioral jurisprudence was born as a reaction to the weaknesses of sociological jurisprudence and legal realism. Behavioral jurisprudence or behavioral law is a study that studies the actual behavior of law enforcement in the judicial process. These behaviors are studied in their interactions and transactions between the people involved in decision-making steps. The focus is on law enforcement personnel and the people involved in certain social roles in judge decisions (Rahardjo, 1985).

The human behavior or action may add or alter the text. Law enforcement is a normative concept, in which people only apply what is in the legislation. Such praxis is equated to the workings of the automaton. Legal sociology finds that the role of human behavior is much more varied and not merely as an automated machine (Rahardjo, 2009). With a little variation, Holmes also said, "do not believe the law as a logical building, because it has been diverted and broken by the human behavior in doing law" (Rahardjo, 2007).

Law enforcement is implemented through criminal justice bureaucracy that must be done through several steps. Bureaucracy is the ideal type of relationships in rational organization to deal with the tendency of human nature in organizing. Weber once introduced the ideal type of bureaucracy, but the bureaucracy is often connoted negatively, implied by the inefficiency of administration, such as the portrayal in the United States and France. The bureaucracy is described as an organization that cannot correct its behavior by learning from the mistake; the government becomes the master and not the servant of society so that people are afraid to take the initiative, the pile of reports, the waste of time and the depletion of government funds (Azwardi, 2002).

Some of research results which are done by Raharjo et.al (2010, 2011, 2013, 2014, and 2015) shows that criminal justice bureaucracy is often violated by law enforcer to get benefits in settling down a case, such as neglected the rights of suspect in law assistance, violation, until freedom of limitation in choosing advocate. Moreover, the performance of advocate which refuse to provide law assistance for poor people and the tortuous bureaucracy to get them, make justice acquisition in Indonesia is worse.

The settlement of narcotics crime cases is not an exception from negative impression of judicial bureaucracy. The placement of addicts and victims of narcotics abuse to rehabilitation institution is mandated in Law Number 35 Year 2009 and Circular of Supreme Court Number 4 Year 2010. Even so, the regulations seem to be neglected by law enforcer. Punishment is still a favorable even though they are not the perpetrators but victim.

The reality is shown from research result which shows that only 1 from 6 cases of narcotics in Purbalingga – Central Java sentenced to rehabilitation, meanwhile the rest are sentenced imprisonment. The placement of addicts and narcotics abuse to penitentiary is not better, but can potentially cause the opposite effect. Avoiding the suspect from the judicial route is a solution to avoid second victimization. (Saefudin et.al, 2017).

Unprofessional and easily intervened integrated assessment practice in traditional approach can be said already appropriate with the set procedures and bureaucracy. Normative provisions in regulation about assessment procedures may have been done, however in non-traditional approach context this matter needs to be criticized. Reminiscing that behavior from assessment team in working and making decision is not

independent. These behaviors are containing *criminogen* characteristic. The procedure has been done properly, however it substantially does not give benefit for the justice seeker. This is what is known as justice has been right procedurally but neglect substantial justice.

Conclusion

Traditional approach in criminal justice cannot give complete explanation about *criminogen* factors in criminal justice. Non-traditional approach which concerning the aspect of law enforcer's behavior and criminal justice bureaucracy can give a better explanation. Justice cannot be separated from bureaucracy 'disease' which is caused by law enforcer deviation behavior. In bureaucracy or procedural the verdict may have been right (procedural justice), yet how they get or the substation of verdict may be wrong (substantial justice). This is what happens in settlement of narcotics criminal.

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**CREATING A TRUSTED PUBLIC ORGANIZATION:
Organizational Trust Analysis in Implementation Network of the Education
Quality Assurance Policy in Indonesia**

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Background

The concept of trust has been extensively studied in various social science literature since some decades ago, but the direct application of trust in overcoming inter-organizational problems in policy networks are relatively new (Rusu and Babos, 2015). Even in the theory of governance networks the role of trust is a neglected dimension in various public administration research. Whereas the role of trust is an important dimension for building better inter-organizational relationships, the creation of information exchange, awareness, and mutual support in meeting organizational resources, financial needs, and reducing conflict within the organization (Klijn and Koppenjan, 2016). Therefore, this becomes very important in encouraging the successful implementation of public policy.

In relation to the above, the implementation of the policy is a complex

process, because it has many stakeholders and has diverse interests. The existence of this complexity is therefore necessary to apply trust in the organization (Argyris, 1964; Dirks and Ferrin, 2002). It can be shown in the implementation of the education quality assurance policy that has not shown the expected results. Based on the results of the Education for All Development Indonesia's (EDI) achievement survey, Indonesia is only at level 57 of 115 countries in the world by 2014. The results of the Network for Education Watch Indonesia survey in 2016 show that the index of education services in Indonesia is lower than the Philippines and Ethiopia.

Nowadays, implementation of the education quality assurance and the quality improvement of primary and secondary education still faces various problems (Moerdiyanto, 2012). The research about implementation strategy of education quality

assurance system in regency or city government, found that the education quality improvement is the responsibility of every component in educational unit.

Other studies have found that the transformation towards the quality of education in schools begins by adopting cooperation in improving the quality education with school boards, administrators, staff, students, teachers and the community (Yuniar, 2017). The results of the study found that the implementation of education quality assurance system (EQAS) through Education Standard School (SSE) in SDN Cilandak Timur 08 Pagi South Jakarta has not run in accordance with the guidelines for the implementation of education quality assurance. In addition, the implementation also experienced some technical and substantive constraints (Mauluddin, and Rahayu, 2013). Subsequently, research conducted by Marhabang (2015) found that the basic principle of applying a quality assurance model at the education unit level can be based on established benchmarking.

Some research that has been done related to the implementation of the above policy ignores the aspect of organizational trust. Therefore, this study focuses on organizational trust in network implementation of education quality assurance policy. So then, an appropriate

model of analyzing organizational trust within a network context is an integrative model of organizational trust. This model includes aspects of integrity, benevolence, and competence (Mayer et al, 1995).

Methods

This research uses qualitative approach with case study strategy (Yin, 2009). This research uses purposive sampling technique in determining informant. The informants of this study include: Non-government institutions include; (1) Education Board, (2) DPRD, (3) NGO, and (4) School Committee. Governmental institution of Education and Culture Office consisting of; (1) Head of Office, (2) Head of Primary Education, and (3) Head of Secondary Education. Data collection technique is observation, in depth interview, and documentation. Then, the data analysis process using interactive models of Miles and Hubberman (1994).

Results

A. Implementation of Education Quality Assurance Policy in Indonesia

The results of the implementation of the quality assurance policy at the primary school, junior and senior high school education in Indonesia as measured from 6 National Standards based on secondary data Performance Report of Government

Institutions Ministry of Education and Culture during the last three years as follows:

Senior High School Year 2014-2016

Table 3.1. Achievement of National Standard of primary, Junior High School,

National Education Standards (NES)	Achievement Standards/Years								
	2014			2015			2016		
	PS	JHS	SHS	ES	SC	SHS	ES	SC	SHS
Graduate Competency Standards (SKL)	5.05	4.95	6.76	5.25	5.99	7.50	5.55	5.99	7.50
Content Standards	5.91	7.21	7.76	6.01	7.31	7.96	6.15	7.5	7.96
Process Standards	5.89	5.51	7.75	5.95	6.07	7.15	6.25	7.07	8.95
Assessment Standards	5.95	6.76	6.66	6.05	6.95	7.86	6.95	6.95	8.98
Educators and Education personnel Standards	5.94	6.39	7.85	5.98	6.89	6.98	6.08	6.89	7.08
Management Standards	6.97	6.55	7.97	6.99	6.75	7.17	6.99	6.75	7.25
National Education Standards Means	5.95	6.23	7.46	6.04	6.67	7.44	6.33	6.86	7.95

Source: Results of secondary data analysis, 2017

ES= Primary School, JHS= Junior High School, SHS= Senior High School

Implementation of education quality assurance policy can be said to be successful as proved from the achievement of Graduate Competency Standards (SKL) above 6.0. For content standards, process standards, assessment standards, teachers and personal education standards, and management standards are indicators supporting the achievement of Graduate Competency Standards (GCS). If viewed from the achievements of SKL for the last three years indicates that Graduate Competency Standards (GCS) of Basic Education (ES, JHS) has not been effective because the value achieved is less than 6.0. While for high school the achievement of Graduate Competency Standards (GCS) has exceeded SNP. Nevertheless, in general the achievement of the implementation of

education quality assurance policy in Indonesia can be said to be ineffective because there are still many problems to be solved to achieve the optimal SNP or exceed the target of SKL achievement above 6.0. Beside that there is a wide gap between marginal areas and poorer people in getting quality education than the richness ones. Thus, it can be argued that the quality assurance system of education based on national education standards (SNP) is less effective.

B. Organizational Trust In the implementation of Education Quality Assurance Policy in Banggai Regency

1. Integrity (Integrity)

In this research, integrity is honest and responsible attitude shown by trustor and trustee in implementing quality assurance

policy of education so that will give birth to organizational trust. Based on the results of research, actor's integrity has not been effective to build organizational trust in policy implementation. Therefore, it is important to create the integrity of actors in the implementation of education quality assurance policy by applying mutually agreed facts of integrity. Several studies have shown that integrity can create openness and honesty and responsibility towards the achievement of organizational goals (Mayer, et al., 1995).

2. Benevolence (Benevolence)

Benevolence is an understanding and acceptance of the legitimacy that is given for the benefit of others and necessarily requires self-sacrifice of either trustor or trustee to enhance the benefit of life together (Mayer, et al, 1995). The results show that the level of benevolence of stakeholders in the implementation of quality assurance policy is still lacking. The results of the study indicate that the duties of the Board of Education of the supporting agency functions are not effective, indicated by; (1) the low level of actors attending the Technical Guidance Workshop on the Roles and Functions of School Committees and School Parties held in December 2016, (2) low benevolence of actors in the Coordination Meeting with FKKS (Principal Working Group Forum), (3) Low benevolence of actor in attending the

Board Meeting of Education Forum and School Committee held in November and December 2016. Based on this matter, the actor's benevolence is still low.

3. Competence (Competence)

The results showed that the competence of actors in the implementation of education quality policy has not been effective yet. The education board is still less effective in monitoring and evaluating the outcomes of the quality assurance policy of education, consisting of: (1) development of content standards and curriculum, (2) development of graduate competency standards, (3) development of learning process standard, (4) development of education financing standards, (5) development of educational assessment standards, and (6) development of educational management standards. (7) development of standards for teachers and education personnel.

Based on the result of research above, the low competence of actors is evidenced by reviewing benevolence, suggestions, opinions about promotions, mutations of educators and education personnel as determined by agreement Forum Meeting in March-May 2016 has not been achieved effectively.

Conclusion

Organizational trust in the implementation of education quality assurance policy in Indonesia is less effective. This can be demonstrated that the integrity of the stakeholders has not been effective in implementing this policy. The same is shown in the benevolence and competence of the stakeholders. Therefore, serious efforts of actors involved in the implementation of education quality assurance policy are needed to improve the integrity, benevolence and competence of actors in policy implementation. The effort to develop the integrity, benevolence, and competence of the parties involved in the implementation of the policy is very urgent. This can be achieved through collaboration with all parties to create synergy and a culture of continuous quality of education.

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DOES THE GOVERNMENT HEAR US?
A PICTURE OF INTERACTION BETWEEN NETIZEN AND INDONESIAN
LOCAL GOVERNMENT IN TWITTER

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Introduction

This study aims to capture the interaction between local government and society on Twitter. This research is motivated by the growth of research related to social media and local government. Research with the theme is divided into two streams, namely (1) research that focuses on the official account of government (Bellström, Magnusson, Pettersson, & Thorén, 2016; Bonson, Royo, & Ratkai, 2017; Bonsón, Royo, & Ratkai, 2015; Gunawong, 2015; Hofmann, Beverungen, Räckers, & Becker, 2013; Lev-on & Steinfeld, 2015; Mergel, 2016; Panagiotopoulos, Bigdeli, & Sams,

2014; Reddick, Chatfield, & Ojo, 2017; Sobaci & Karkin, 2013; Zavattaro, French, & Mohanty, 2015; Zheng, 2013) and (2) research that focuses on the society behavior on social media (Agostino & Arnaboldi, 2016; Bellström et al., 2016; Konsti-Laakso, 2017; Reddick et al., 2017).

We argue that social media is a medium that allows people to communicate more closely and intensely with the government. Instead of following mainstreams that capture the behavior of social media users separately (government and society), this study comes with a more comprehensive overview to see the

interaction between community and local government on twitter by focusing on (1) information posted by netizen to a local government account; (2) the speed of responding to information tweeted by netizen; and (3) the feedback of local government accounts to the information shared.

Social media has become an important part of community activities. 2.01 billion people worldwide use Facebook actively every month (Facebook, 2017). Meanwhile, 328 million people worldwide are active on Twitter every month (Statista, 2017). In Indonesia Facebook has been adopted by more than 126 Million People (Facebook, 2017). On the other hand, Twitter was adopted by 24.34 million Indonesians (Katadata, 2016). Twitter and Facebook are the two platforms most widely adopted by Indonesians (APJII, 2016).

The high level of adoption is an opportunity for governments to use social media as part of a strategy to increase public participation in running government activities. Social media is believed to increase transparency and accountability of the government, improve the quality of public services and increase public participation in policy making (Criado, Rojas-Martín, & Gil-Garcia, 2017; Sandoval-Almazan, Cruz, & Armas, 2015; Sobaci & Karkin, 2013; Valle-

Cruz, Sandoval-Almazan, & Gil-Garcia, 2016).

Methods

This research employed a quantitative descriptive design. The research conducted on twitter because twitter enables intensive two-way communication compared to other platforms. This research began by collecting twitter accounts of districts and or cities in Java Island, amounting to 119 cities and districts. Java was chosen because the island's ICT development index is larger than the other islands (BPS, 2016). The next step was to choose an active social media account in the past month. Then, the author collected some information such as the number of followers, following, and tweet.

By using advanced search the author looked for the accounts mentioning a local government account and then took 20 posts for each account. We also calculated how quickly the information is responded and how social media officers respond to that information. To collect the data, author data assisted by NVivo 11. The data collected between 1 and 31 August 2017. After the data collected data will be categorized by using the content analysis. We categorized (1) post tweeted by the community that mentioned a government official account and (2) the information posted by a local government as a response to the tweet. This research was

conducted at the local government level because according to Mossberger, Wu, & Crawford, (2013) local government is an important subject in social media studies because of the tradition of community participation at local level.

Preliminary Result

As presented in table 1. 72% Local government in Indonesia already has twitter. 52% of 119 cities and districts have been actively using their social media accounts.

Table 1. Twitter Adoption of Districts and Cities in Java Island

Province	The total number of districts and cities	Twitter Adoption
Banten	8	100%
Jakarta	6	67%
Jawa Barat	27	67%
Jawa Tengah	35	80%
Yogyakarta	5	20%
Jawa Timur	38	71%
Total	119	72%

The time to respond to the questions or the inputs tends to be long. Surprisingly, even some accounts appear active but they do not answer the question or input asked by the citizen. Then, the Government tends to reply to the questions and the inputs by disposing to the authorized agencies by mentioning the official account of the agencies. More

specifically, they replied to the netizen tweet by posting "we will accommodate the input".

We divide the interactions between local governments with netizen into two categories: one-way and two-way. Most of the local governments are in a one-way category which means the government only uses twitter to inform the activities of the district or city. Moreover, the two-way category describes local government accounts which is used to communicate with the public.

In addition, considering the quality of replies and the speed of responding, we divide the local government accounts into four parts: (1) high quality and fast Response; (2) high quality and slow response, (3) low quality and fast response (4) low quality and Slow response

Conclusion and Recommendation

The interaction between society and government in social media, in general, is not found in Indonesia. Local governments tend to use social media to inform their activities rather than communicate with the community. We recommend that the government should develop social media policy and conduct training to social media officer in Indonesia.

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MEASURING QUALITY OF CITIZENS PARTICIPATION IN LOCAL DEVELOPMENT

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Introduction/Background

Since the fall of Suharto's regime (new order), there has been a major change in the system of governing bureaucracy and politics. Indonesia, in this sense, has been transformed from a very centralized country to be one of the most decentralized one in the world. This can be seen in the implementation of decentralization system, where the role of local government in development process has become key element, as power and authority have been delegated from central to local. Now, local government has much power and is responsible to drive positive changes in all aspects of life (economy, social, politics, culture and security).

In development activities, there is a concept that has gained popularity and has been considered as an umbrella term for new genre of development intervention, called participation (Oakley, 1991). With regard to democratic values, participation is also defined as a fundamental ingredient for political and social process and bureaucracy to achieve its goals. Therefore, it is argued that citizen participation is a viable way in the context of local development, and it is also a categorical term for citizens power, enabling them to deliberately engage in political and economic process where they are excluded before (Arnstein, 1969).

However, there is still an ongoing criticism whether channels of participation in

development process is truly a spirit of the process or just merely manipulation by which government tries to do in development or even collaborative process, (Arnstein, 1969, Ansel and Gash, 2007). Without redistribution of power, participation could be an empty and frustrating process for those who powerless, particularly for ordinary citizens, and it seems that development process via participation in this sense, only maintain the status quo.

Therefore, there are eight typologies of participation that can help us analyze this confusion and understand citizens power in determining the final result of development process (Arnstein, 1969). The very bottom level is manipulation or therapy which describe non-participation process, because the main purpose of this is just to enable powerholders to educate the participants, instead of allowing them to determine planning and implementation process. The second higher level of participation is informing and consultation called Tokenism. This process allows participants to hear and have voice, but they have no power to ensure that their aspiration is going to be taken by the powerful/authority into account. Highest level of tokenism is called placation, giving rules for citizens to advice. The third, highest level of participation is citizen power, with

increasing degrees of decision-making power held by citizens. This level is divided into three categories as this power held by citizens progressed up (partnership, delegated power, and citizen control). In partnership, citizens are able to negotiate and engage in trade-offs with traditional power holders (government). For delegated power and citizen control, people have majority of power in decision-making process. In other words, citizens have full managerial power to control output of formulation or decision-making process, or even in implementation.

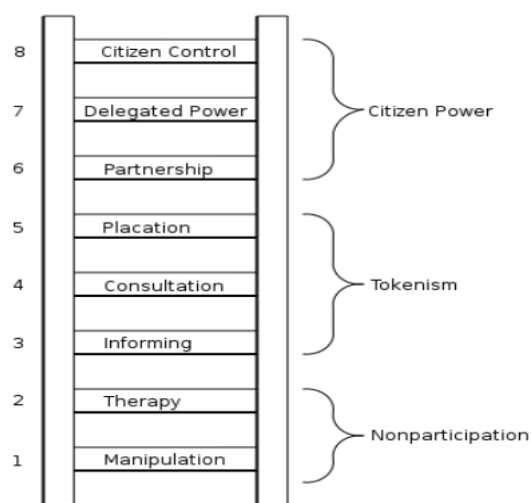


Figure 2. Eight rungs on the ladder of citizen participation

Methods

A. Research Approach

Approach used in this study is mixed method, with combination of quantitative and qualitative data. Quantitative data was taken through survey and qualitative data was gathered through focus group discussion and depth interview.

B. Location

This research was conducted in nine sub-districts as sample of the total of 18 sub-

districts in Kutai Kartanegara Regency. Those sub-districts selected based on geographic consideration that was interpreted to be representing all areas of Kutai Kartanegara. The following is the areas mentioned before:

Table 1: Selected sub-districts and Number of residences (2015)

No	Sub-districts	Number of Residences
1	Tabang	10.349
2	Muara Kaman	36.255
3	Muara Badak	45.954
4	Samboja	63.467
5	Tenggarong	114.306
6	Muara Muntai	18.336
7	Anggana	40.702
8	Kota Bangun	33.296
9	Tenggarong Seberang	71.467

C. Population and Sample

To determine the number of samples, this study uses the population of Kutai Kartanegara Regency recorded in 2015, accounting for 717,789 (Central Bureau of Statistics of Jenepono, 2016), and based on this population, samples were taken for study purposes using a multi-stage random sampling method. For the confidence level of 95% and margin error 0,03, the ideal number of samples determined is 420 people.

Data analysis on qualitative approach used descriptive method by grouping a variety of information that has been collected based on the relevance of each variable. Analytical technique on quantitative approach by survey will be processed by using descriptive statistical data analysis technique which is measurement of frequency in cross table analysis.

Quantitative method and conducted with survey.

Scores	Ladder Participation
28.57-32.00	Citizen control
25.06-28.56	Delegated power
21.55-25.05	Partnership
18.04-21.54	Placation
14.53-18.03	Consultation
11.02-14.52	Informing
7.51-11.01	Therapy
4.00 - 7.50	Manipulation

Typology Score	Quality Participation
1600-2050	Citizen power
925-1599	Tokenism
250-924	Non-Participation

Results

Access

Communities have the opportunity to engage

in decision making with the highest value on community recognition in obtaining invitations to engage (2.96). In addition, the public also recognizes the opportunity for

dialogue and negotiation (2.95) which is fundamental to the decision-making process. However, the values at the level of decision-making and determining have been relatively low, accounting for 2.80 and 2.66 respectively.

Thus, the accumulated conversion value of

the level of community participation quality in the access component is 21.42 which means placation, meaning that access available is just simply to channel the aspirations of the community where their aspirations are not the main thing and will be considered in regional development.

Indicator	Score
There was opportunity to engage but merely formalism	2.09
Receive invitation to engage	2.96
Being informed about opportunity to engage	2.44
Had opportunity to speak but their advice or aspiration were not always heard	2.79
Had opportunity to give advice but their aspiration was not always implemented	2.73
Had opportunity to talk and negotiate	2.95
Had opportunity to have role in decision-making	2.80
Had opportunity to determine/decide	2.66
Total value	21.42

Citizens access on local development refers to placation level

Awareness

Awareness is a fundamental thing that moves individuals to engage in development

activities. As shown in table below, indicators about public awareness over their basic rights to be involved and to determine decision and also involved to provide advice on government activities are the highest value, with 2.93 respectively. Similarly, the value of

community awareness indicators to be involved and play an active role in community and government activities accounts for 2.89.

The total value of the awareness component is 19.91 which means that public

awareness for participation refers to placation level. In other words, the quality of participation in Kutai Kartanegara is still at a level to dampen the disappointment of citizens where the public's awareness is very high on their basic rights to be involved and determine.

Indicator	Score
Do not care with social and governmental activities	1.85
Social and government activities did not fit with my interest	2.16
My involvement depended on my interest	2.07
Merely involved in social and government activities	2.26
Involved in giving advice in social and government activities	2.93
Actively involved in social and government activities	2.89
Actively involved and participated in social ad government activities	2.83
Knowing their basic rights as citizen to involve and determine	2.94
Total value	19.91

Control

The next component of participation is control. This relates to the certainty of the position of decision-making control that involves the community which then

influences their participation rate. The table below shows the weak control of the community where the value of the government to open the dialogue room in the determination of development activities also has a very high value (3.07). In addition,

indicator indicating the government only provides information to the community about development activities is also high (2.92).

The total value of Control component is 21,08, meaning that public participation in

controlling public decision is still considered as merely placation. This condition then affects the quality of community participation because of weak position of their control in the process of policy making.

Indicator	Score
Government determined all developmental activities	2.36
People were just involved in determining developmental activities	2.31
Government only informed to people about developmental activities	2.92
Only involved few people in determining developmental activities	2.29
Involved people but not in determining developmental activities	2.67
Government opened up a room for dialogue to determine developmental activities	3.07
Government gave a room for people to determine developmental activities	2.85
All developmental activities determined by people	2.61
Total value	21.08

Benefits

The last component of participation in this research is the benefit. It is therefore argued that People are likely to participate in development activities if they feel it will bring a positive impact (benefits) to them. In the following table, the highest score is seen on the benefit indicator already exists but has not yet fulfilled the public expectations (3.02). Similarly, development benefit

indicators have met community expectations (2.75) and community indicators know the development benefits of information but do not feel directly (2.75).

Thus, the overall value of the Benefit component is 20.65, which means that the participation rate of the residents of Kutai Kartanegara

refers to placation level. This data illustrates that the people view the benefits they receive

from development activities organized by the government just to muffle their anger. This can be seen from the perception of people who tend to be less satisfied with the benefits they receive because it has not been in accordance with their expectations so far.

Indicator	Score
People did not feel benefits of developmental activities	2.17
Only few or certain groups of people got advantages from developmental activities	2.09
People know the benefits of development activities from information provided by the government but do not feel the benefits directly	2.70
There are benefits but these have not solved the problem	2.68
There are benefits but these have not met the expectations of the people	3.02
The benefits of development already meet some of the expectations of the people	2.72
Benefits of development activities meet the expectations of the people	2.65
Benefits of development activities meet the expectations of the people, and it is managed by the community in a sustainable manner	2.59
Total value	20.65

Quality of citizen participation

Variable	Score	Weight	Value
Access	21.42	16	342.7
Awareness	19.91	16	318.6
Control	21.08	16	337.3

Benefits	20.65	16	330.4
Total	83.06		1329.0

After examining four selected components to measure Citizen participation in local development in Regency of Kutai Kartanegara, it can be said that the level of citizens' participation in this regency implies to tokenism level, where people is given space to argue and propose the program. However, the final decisions remain the domain of the government to determine, and it tends not to present public's preferences.

Conclusions

Citizens participation consists of four main components namely, access, awareness, control and benefits. The four components have their own levels according to the ladder of the quality of Arnstein's participation (1969). The results of citizens participation index of Kutai Kartanegara show that the quality of participation in these four components is all at the level of placation, where the highest score is in the access component and the lowest in the awareness component. The capacity for participation in general shows that the level is still at the position of Tokenism. In similar vein, citizens participation is just an emphasize of formal procedure, where government provides space for dialogue with the community in proposing

the program, but its function is simply just to get support from them without any burden to realize the proposed program submitted by the community.

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THE IMPLEMENTATION MODEL OF POOR FISHER COMMUNITY EMPOWERMENT, CASE STUDY: POOR FISHER FAMILY IN PANGKE, INDONESIA

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Introduction

As known, fisherman has the lowest level of welfare. This fisherman community is the poorest society compared to any other subsystems (Kusnadi, 2002). There are many serious cases in fisherman in Indonesia that have been studied. One of the studies is analyzing the poor economic fisher community in Jepara by Mubyarto (1984).

Casuistically, the same fisher poverty problems appeared in Riau Island. According to Mubyarto and Sutrisno (1988), this poverty problem in the regions mostly caused by structural pressure, such as the rich fisher has ruled the poor fisher. So, the poor fisher become powerless to the socio-economic and the politic condition that already applied in every region, including the poor fisher in Mattiro Bombang, North Liukang Tupabiring, Pangkep.

To study this problems, the dale of organizational and inter-organizational relations (Winter, 2004, O'Tool, 2000) indicates that the implementation of public policy is rare in group/ organizations itself, moreover without well-coordinated organizational tools.

Implementation policy requires to clearly change the general policy. These intergovernmental relationships and regulations become very important for both public and non-public organizations, because such organizations, slightly, local governments have limited resources in administering public services.

I. Literature Review

To achieve the purpose of this research, there are some variables that introduced, as Winter presented (2004), namely:

1. ***Organizational and inter-organizational behavior***

The dimensions are commitment and inter-organizational integration.

In the process, the implementation of organizational and intergovernmental policies is characterized by commitment and integration (Winter, 2004). In this implementation level, commitment is a mutual agreement in related institutions to maintain the organization stability and the network chains among existing organizations. It is intended to control the sense of egoism in organization programs, which may affect the outcome of the implementation.

At the coordination patterns level, the organization relationships is clearly effect the determination of implementation strategy. Public policy regulation can be applied through two or more organizations. However, policy regulation appeared too complex and more challenging. So the possibility to cooperate become more complicated. That is why, due to this "complexity", the policy regulations is ignored (Rittel and Webber, 1973).

2. *Street Level bureaucratic behavior.*

The dimension is discretion

It is act as the ability to carry out all the programs which is an important decision to dominantly influence formal authority (discretion). According to

Lipsky (1980), the behavior of policy implementation in systematically way is sometimes deviated from the associated task. It tends to prioritize the liaison with the policy delivery of dale community. Therefore, the lower level of bureaucracy becomes an essential actor of public policy implementation and the performance seemingly constant through standard programs that related to its activities (Lipsky, 1980).

3. Target Group Behavior

The dimension is the community positive and negative response in supporting the policy

The variable target behavior for this study is people society, organization, and consumer client that have a role of the policy impact side. It also affect the program implementation performance through positive and negative actions (Winter, 2004). In completion, the program implementation performance is strongly influenced by the characteristic of participants to support and refuse it (Van Meter and Van Horn, 1975:463).

Methodology

a. Object of Research

The object of this study is the poor fisher family and community. They are

considered to be able to provide information. The research was conducted in Mattiro Bombang, North Liukang Tuppabiring, Pangkep.

b. Design Research

Qualitative method is used in this research, because the problems happened between the organization and interorganization in empowerment program of the poor fisher community are often found within the process, so it is qualitatively relevant.

c. Strategy Research

The used strategy is applied to solve the problems and achieve the objectives of this research that have been mentioned in case study.

Result and Discussion

1. Organizational and Inter-organizational Implementation Analysis

One of the aspect that influence the successful of the poor fisher empowerment program is the implementation behavior of organizational and inter-organizational, including two components such as commitment and systematization.

Commitment explained as a mutual agreement between relevant agencies and existing organizations to stabilize the network and its organization. Numerous effort has been done by government and other relevant parties to figure out the poverty problem. One

of them is a program that developed by Coastal Economy Community Empowerment Program (PEMP). But, in reality, this effort has not been fully implemented. Similarly to any other programs, the result appears not always agreed with the planning schedule and the real vision. Many factors can caused this distortions, such as unsupported program by the agencies. This is the reason why the agency commitment is needed to ignore the individual interest in order to achieve the objectives of this program.

Systematization is defined by a cross-sectoral organization form activity that act as the implementer of the program. This activity is tightly bound local economic growth network. Systematization is completely done, both in decision making and implementing the program to gain data and information. This deliberately important because Mattiro Bombang appears to be potential in economic resources. Stakeholders are expected to collect the data, such as regional potential, investment, and business and market opportunity. However, the aim of the program is not accomplished because the stakeholders is not familiar to such activities. The organization does not have coordination management as like a well-managed business organization. In decision making process, the top-down strategy is still widely used, where power is the center of the orientation.

2. Street Level Bureaucracy Analysis

Lower-level bureaucratic behavior in the poor fishermen community empowerment program is largely determined by village-based management, such as the Village Community Institution (LKD). As stated in Permendagri No. 5 of 2007 and PP no. 72 of 2007. It collaborate with chief village and leaders in empowering community. In addition, it assists the implementation of government affairs in controlling, utilizing, maintaining, and improving the participatory manner.

The ability of LKD in the socio-economic empowerment program society is shown by the discretion in carrying out its duties. However the interview indicates the agreement is completely determined by the Chief village without selection process. This clearly shows an absence of transparency. This sadly happened in a paternalistic method.

3. Target Group Analysis

The target group is referred to poor fisher family and community in Mattiro Bombang, North Liukang Tupabbiring, Pangkep regency. The existence of this target group is very important for coastal empowerment programs, because the successful of this program is determined by them. The positive support from the community as a target group is very important. Vice versa, negative action will also give negative impact to this program in

achieving its goals. This is related to the behavior of the community as the characteristics of the target group. This is one of the factors that influenced the achievement of the empowerment program (Winter, 2004: 207). Thus, the implementation performance of the poor fisher empowerment program is strongly based on the characteristics of participants, supporting or rejecting (Van Meter and Van Horn, 1975: 463). In other words, the succesful implementation of this program is determined by the encouragement and conducive environment.

Conclusion

1. The implemented organization of poor fisher community empowerment program seems not well recognized the determination strategies in the field of local economic growth.
2. The discretion is hardly done in the implementation program in the lower-level resembled LKD, because the LKD is chosen by chief village, not by the community. This is demand loyalty to the chief village. Thus, LKD still oriented not towards in achieving the required innovation goals, in mind and in behavior.
3. Success or failure of poor fisher community empowerment program in Mattiro Bombang, North Liukang Tupabbiring is depends on the

characterization of positive and negative support by fisher community that act as the target group.

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RADICAL DECENTRALIZATION REFORM AND COMMUNAL CONFLICT IN INDONESIA, 2003-2014

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Introduction

The widening communal conflict across decentralized developing countries has been a focal point within decentralization and development studies. Decentralization reform in many countries has been believed as a tool to reduce communal conflict as through the reform local citizen are able to decide what they need and what they want. However, practice across decentralized developing countries show widening communal conflicts during decentralization reform.

Studies found several factors that explain why decentralization could reduce and could lead communal conflicts. Based on a qualitative study, Fred-Mensah (1999) found that decentralization and several policies in Ghana could abate communal conflict between migrant farmers and host-landers due to land disputes. However, Tadjoeeddin (2014) explains that abundant resources within district government and new local political power have encouraged communal conflict during decentralization reforms period in Indonesia. Tambiah (1990)

shows how decentralization reforms and proliferation policy in Pakistan are related to massive migrations from rural to growing cities, and associated with competition over economic resources, political representation, and ethnic identity between migrant and non-migrants. Green (2008) argues that decentralization could increase local-level conflict by shifting power from ethnically heterogeneous areas to those dominated by only one or two ethnic groups.

This study provides new insights in understanding the linkage between radical decentralization reform and communal conflict in Indonesia. Based on a large national survey dataset, we test the hypothesis whether radical decentralization reform in the country which incorporates political, economic and administrative reform associated with widening communal conflict between 2013-2014. We argue that radical decentralization reform will lead to widening communal conflict due to lack capacity of local government in managing local politics

as well as abundant resources transferred to local government.

Methods

Our study was based on Village Potential Census data (Podes) 2004-2014. The Podes data set are national representative data covered all villages in Indonesia. Podes consist of more than 7,200 villages (desa) and urban neighborhoods (kelurahan) across all 465 districts in Indonesia. In this study, we used Podes 2003-2014 which also has information about communal conflicts and the impacts of the conflicts (fatalities, injuries, and material damage) he Podes data set was linked to decentralization measure data from the Ministry of Home Office and the Ministry of Finance. Data were analyzed using multilevel logit regression

Results

Results of statistic descriptive show decreasing communal conflict in Indonesia between 2003 and 2014 (Figure 1). There were around 3 % villages' experiences communal conflicts, as well as the density of all conflict (include conflict with government apparatus and policeman). Ethnic communal conflicts show fluctuating trends, after cooled down from 2003 to 2005, ethnic-communal conflict tends to increase from 2005 to 2011. From 2011 to 2014, ethnic-communal conflict decreased significantly (from 0.2% villages to 0.1% villages).

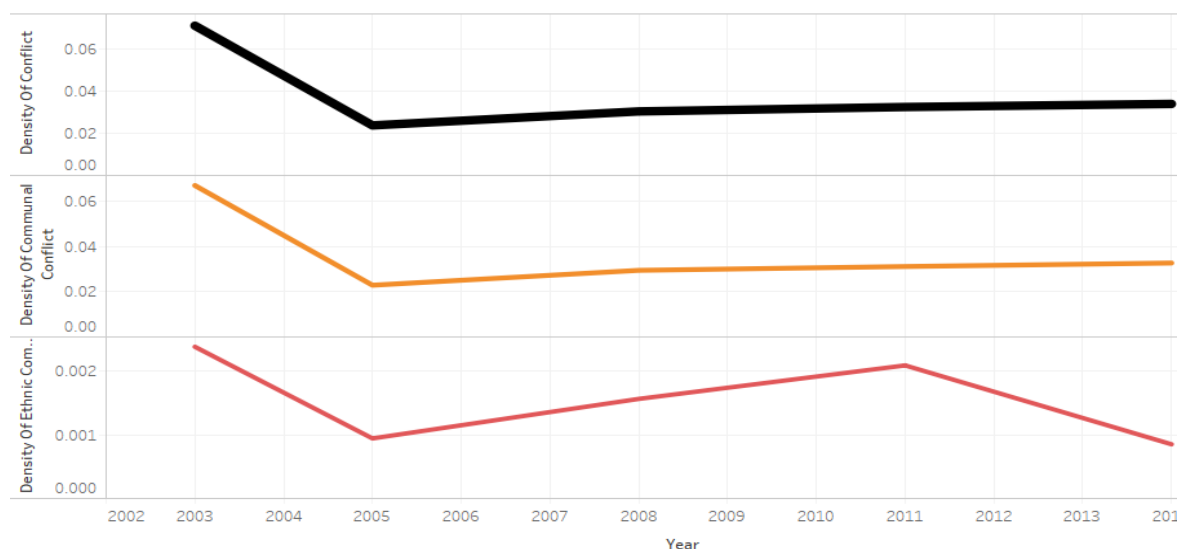
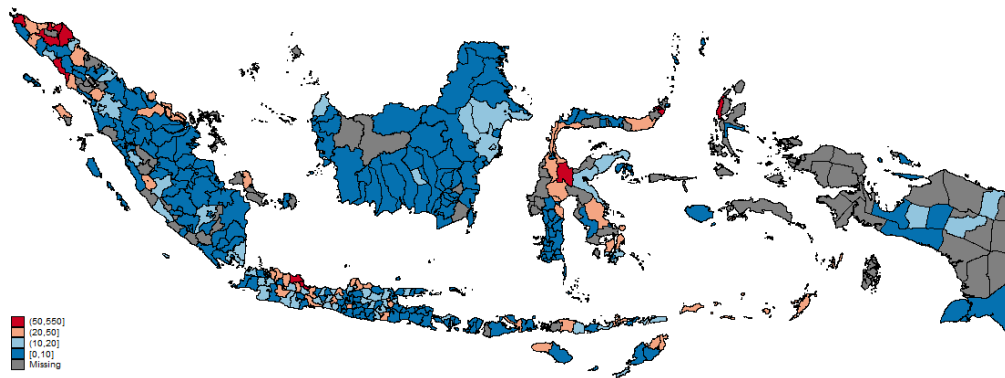


Figure 1. Trends of Density of Communal Conflict (Villages within districts) 2003-2014 (Source: Author, BPS PODES 2003-2014)

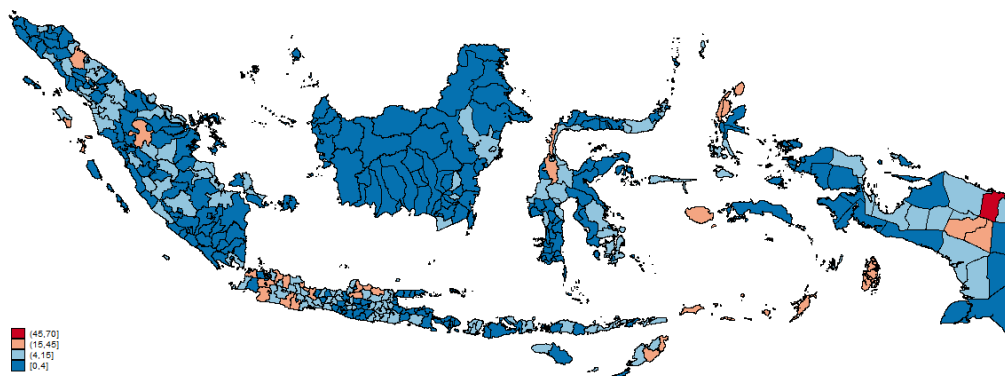
Further Figure 2 shows the geographical distribution of communal conflict across the district in the period. The first map points geographical distribution of communal conflict in Indonesia in 2003. In the earlier era of decentralization, the highest incidents of communal conflict occurred at Aceh, Central Sulawesi, Maluku, and North Maluku. Respectively, 534 villages and 184 villages within North Aceh and East Aceh District experience communal conflict in the

early period of decentralization. Likewise, North Sulawesi and Central Sulawesi experienced mostly prone areas of communal conflicts respectively in 67 villages within Minahasa Districts and 55 villages within Poso Districts. In other areas, Villages near in north coastal areas within Cirebon Districts and Indramayu Districts demonstrated higher communal conflict risks in the earlier period of decentralization (respectively 86 villages and 88 villages).

Density of Communal Conflict(villages within districts)
Indonesia (2003)



Density of Communal Conflict(villages within districts)
Indonesia (2008)



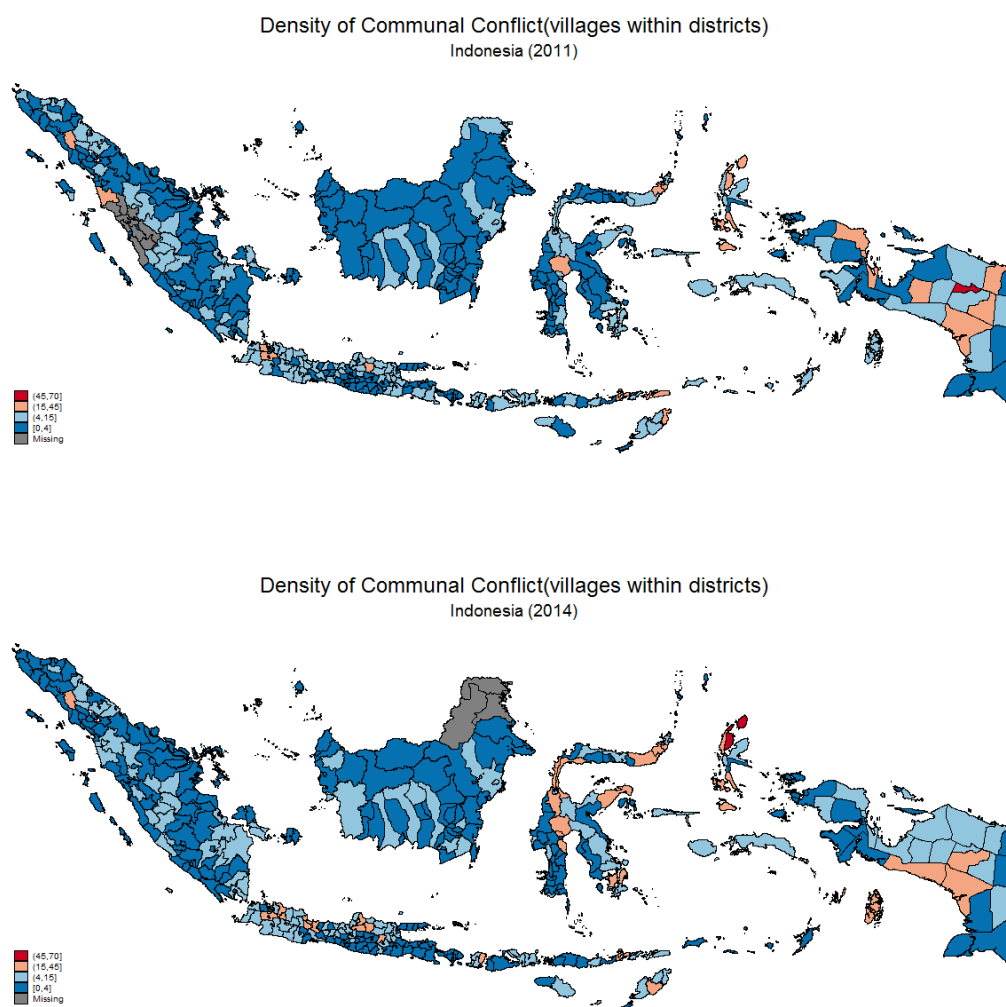


Figure 2. Geographical Distributions of Communal Conflict in Indonesia, 2003-2014 (Source: Author, using Indonesian Geospatial Vectors and PODES Datasets)

The 2nd map of Figure 2 shows the geographical distribution of communal conflict in Indonesia in 2008. The density of communal conflicts relatively was more decreasing rather than in 2003. The highest incident of communal conflict occurred in 46 villages within Jayapura District (Papua) and 39 villages within North Halmahera (North Maluku). Communal conflicts also occur in 67 villages within two districts of West Java

Provinces respectively (34 villages within Cirebon District and 33 villages within Bogor Districts. North Sumatera, Central Sulawesi, Maluku and Nusa Tenggara Timur also performed moderate density of communal conflict in 2008. Likewise, in 2011 the highest incidents of communal conflict occur at villages within Tolikara District, a proliferated district of Jayawijaya District in Papua (69 villages) (3rd map in Figure 2).

This picture entirely differed in 2014 in which the highest density of communal conflict occur in two proliferated New Districts in North Maluku, North Halmahera (52 villages) and South Halmahera (39 villages). Likewise, Maluku Tengah District shows the vulnerability of communal conflict incidents. 39 villages within this district experienced communal conflict in 2014 (4th map in Figure 2).

Next, multilevel logistic regression results show whether decentralization associated with communal conflict across archipelago (Table 1). The model shows a significantly negative association between administrative decentralization and communal conflict. By

higher competency of local bureaucracy (as measured by the proportion per district of the high-level education attained by village and neighborhood heads) may deflate communal conflict in the period of 2003 to 2014 in Indonesia. Likewise, Fiscal decentralization and district proliferation policy could decrease communal conflict in Indonesia. They negatively associated with communal conflict. The greater and better sharing of budget allocation for performing some key state function into local government may deflate communal conflict in the period of 2003 to 2014 in Indonesia.

Table 1. Multilevel logistic regression results of decentralization and communal conflict in Indonesia, Podes 2003-2014

		Communal conflict		
		Coef.	s.e.	
Note: model	Districts			the
	Administrative	-0.975*	0.148	was
	Fiscal Decentralization	-1.08	7.310	
	Public, Law and Order Function	-3.741*	0.638	
	Proliferation	-0.062	0.114	
	Poverty	0.058*	0.004	
	Gini Ratio	2.43*	0.274	
	GDP	-0.032	0.026	
	Population Density	0.001*	0.001	
	Migrant	1.449*	0.209	
	Religious Fractionalism	0.125*	0.082	

controlled by individual, household, and community characteristics

Likewise, the proliferation policy to separate a prior conflicted district into new districts may reduce communal conflict. However, the model shows that the fiscal decentralization and proliferation policy are not significant policies in reducing the likelihood of communal conflict in lowest administrative tiers. This result shows that fiscal decentralization and proliferation policies seem not to be significant factors in reducing communal conflict in the last ten years of decentralized Indonesia, rather than administrative decentralization.

Conclusions

This study shows that communal conflict in decentralization period (2003-2014) decreases significantly from 2003 to 2005. However, it increases slightly from 2005 to 2014. Despite are showing lower intensity during decentralization period, communal conflicts outbreak in post-conflict areas: Aceh, Central Kalimantan, Central Sulawesi, Maluku, North Maluku, and Papua. This study alerts that the World Bank theory about repeated cycle of violence could happen in Indonesia. Likewise, this study shows that local governments in Indonesia vary regarding policies for communal conflict reduction. At the district level, the policy depends on the ability of local governments

to provide goods and services that meet the needs of local citizens, rather than financing capacity and granting district proliferation policy.

The promises offered by decentralization are likely to be realized only when each local government strengthens its capacity (see Sujarwoto, 2017; Sujarwoto and Tampubolon, 2016; Sujarwoto and Tampubolon, 2015). Communal conflict reduction depends on the competence and the capability of street level bureaucracy in controlling how small-scale brawl not to be provoked into the escalated communal riot. Moreover, this study shows other characteristics of the districts level are linked to communal conflict at the village level. At the district level, key determinants of communal conflict range from Poverty Rate, Gini Ratio, GRDP, Population Density, Migrant Proportion, and Religious Fractionalization Index.

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SOCIAL JUSTICE IN EDUCATIONAL POLICY: HOW DO STUDENTS PERCEIVED?

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Introduction

Public policy, especially in the field of education which is the right for every citizen regardless their circumstances, accomodate social justice as the fundamental principle. This paper set out to explore the perception of secondary schools students on the existences of educational policy implemented especially in term of school enrollment requirement related to the issue of social justice. The findings suggest that students perceived a good acceptance for the existing educational policy, although they also expressed their hope for better achievement in the term of social justice for all for the long future.

Methods

An interpretive qualitative method was applied in this research for data collection and analysis. Focus Group Discussions (FGDs) for a group students consist of 8-10 in each group at two top public secondary schools in Yogyakarta city were performed to capture their perceptions on social justice in educational policies. The students were identified with the help of the

teacher, however it was selected randomly while also considered gender balances and representing all the three classes (grade X to grade XII)

Results

Social justice in educational policy guaranteed the equity for all learners in any aspect such as gender, religion, socio economic status, disabilities, and the like. The implementation for such ideal goals of course will not be easy since every students willing to study in a favorite school as well as affordable in term of cost and distance. The recent requirement applied for school enrollment in Yogyakarta city, that is also impemented in other cities in Indonesia since it is a national regulation, is using a test scores to apply their intended school. Although in the future this is not desirable because this selection method for school entry is considered to still practice discrimination, at least this is the best option for now. Moreover, there is a special municipal regulation to support such system in

Yogyakarta city intended to minimize the discrimination and also to develop a qualified school in all regions. In addition to test score result of the academic achievement, this special policy provide an additional score for each students residing in the same subdistrict as the sub-district where the targetted school is located and residing in different subdistricts with the additional of 20 and 10 points respectively. This policy is not applied for those from different provinces, meaning that there is no addition of points for them. According to the students, this policy benefits the long future development to provide a good quality school for all learners in all regions.

In terms of acceptance of learners with disabilities, they all basically agree that those with unfortunately have physically and mentally disabilities able attend to any schools anywhere. Even they expressed that if they have an opportunity to be together with those considered as marginalized or vurverable students since the first time at same school, it will be not a surprise and get them used to such heterogen envirointment as well as raise their respect and sympaty to each other. However, they also stated that learners with disabilities should consider anythings that may interfere, such as the possibility of being bullied and not getting proper facilities. Therefore, some of them also suggested that due to such conditions,

that not all schools provide or ready with facilities to accommodate their special needs, then they are better off going to a special school that may fulfill their substantial facilities.

Responding to unwanted pregnancy students as well as to the boy students who make the girl student pregnant, they argued that they should still be given the opportunity to continue their study at the school. This acceptance however, have to be together with a specific requirement such as that the school have to give them an academic punishment and that they all have to be ready to face all the risks both physically and mentally of "the disgrace". If the school has a provision to drop out them from the school, while they also have to seriously try to offer to continue their study but it is still "non-negotiable", then have to accept the school's decision and continue their study in other school or taking a same level of informal education.

Conclusions

Government policy in the field of education, especially in public schools, is recognized by the secondary school students have led to social justice although still encountered various discrimination issue which is not easy to be quickly solved. The recent government educational approach and policy to achive education for all through inclusive education policy needs to be

continuously improved with the expansion of information and review of its policy content which is up to now still considered to be too focused on the issue of learners with disabilities.

POLICY CORE BELIEFS IN POLICY CHANGE

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Introduction

Public dissatisfaction with the impact of government policies on aspects of public life during the decade of implementation (Rosenbloom & Kravchuk, 2005) resulted in the implementation policy process being continuously established, from the passage of legislation, followed by the decision of the implementing agency on policy output, laws and regulations have been revised or amended to affect changes in policy implementation. (Aslinda, 2017).

In South Sulawesi precisely in the city of Makassar policy of space utilization by street vendors have experienced a shift or change of policies that have been determined by the previous government, as for the shift in the intention that is still found P5 using sidewalks, city parks, roads to sell while based on Makassar City Regional Regulation No. 10/1990 Article 2, paragraph 1, 2 and 3, stating that street vendors are prohibited from trading / striving on streets, sidewalks and other public places, street vendors who have

been granted permits may not establish permanent buildings.

Based on authors' observations it was found that this policy change was partly due to the Policy core belief or the perspective of government actors and street vendors in coordinating their actions not based on the similarity of beliefs to the achievement of the policy objectives. This study uses one of the core policy variables belief from ACF Sabatier and Jenkins-Smith 1998 versions in contrast to previous studies that focused solely on explicit controls on lower-level implementer behavior as directed top-down theories, or on the bargaining process of implementers at the bottom as well as the direction of bottom-up theories.

Based on the background of this study then the formulation of this research problem is to analyze how the policy core belief of advocacy coalition in changes in space utilization policy by the street vendors in Makassar and how the impact of policy space utilization by the street vendors in Makassar.

Research Method

This research uses qualitative design. With a focus on the utilization of space by street vendors located in Makassar City South Sulawesi province. The reasons for choosing the location were: (1) the phenomenon of spatial use by street vendors did not reflect the security, order, as affirmed in the Regional Regulation of Makassar City Number 10 of 1990 on street vendors.

This study uses data and information from the following three sources: (1) program records and documents / activities; (2) interviews with selected PKL participants; and (3) direct observation.

Result and Discussion

1. Policy Core Beliefs of the Actors in the policy of utilization of space by street vendors

Policy Core Belief The actors of SKPD differ according to the nature of the licenses issued but in the implementation of space utilization by the street vendors the SKPD actor has the same belief as, the mayor of Makassar

Belief from actor Coalition government in policy of spatial utilization of street vendors realize the beautiful and clean urban planning. This is indicated by the win-win solution issued by the

government in the arrangement of street vendors such as the relocation program that puts street vendors on the stalls provided so that the street vendors have been arranged in addition to the existence of street vendors can be legal according to law. On the other hand with the legalization of the existence of street vendors automatically affect the inclusion of retribution and increase the original income of Makassar City

2. Impact of Spatial Use Policy by PKL

Based on the policy of structuring PKL SKPD technical has set the target parameters according to their main tasks and functions and authority. Example The spatial and building service office establishes simplified parameter targets into three parameters, namely: (1) conformity of the utilization permit by street vendors with laws and regulations; (2) conformity of the spatial use time by the street vendors with the existing permits; and (3) economic growth, local revenues, and the improvement of people's welfare.

The first parameter target is the conformity of the permit with the legislation, based on the result of the research, there is no suitability in the space utilization by the street vendors with the

legislation as an example in the WP I and WP III zones along the main road of the highway mosque and along the path of independence pioneer found almost all the main road segment is seen many street vendors who do sales activities in the public area. The sidewalk, by making a permanent construction on pedestrian distribution area and city park in Makassar City, whereas in Local Regulation No. 10 of 1990 about street vendors about PKL development stating that the street vendors are not allowed to do sales activities in areas of distribution of walking, sidewalks and city parks, because the area is a public area that has been regulated utilization based on government regulations. Non-compliance with the laws and regulations has caused problems that have an impact on the conflict between Government, street vendors and the community, in addition to conflict between levels of government.

Target of the second parameter of conformity Zone area or zone designated based on the results of the study found that until now the suitability of space utilization based on zones or allotment has not been achieved, does not even show indications in a positive direction.

The third parameter target, the increase of economic growth, the local revenue, and the increase of people's

welfare, based on the result of the research, found that while the parameters of economic growth increase, local revenue in Makassar City has shown a positive achievement. The economy of Makassar City during the period 2007-2012 grew positively measured by GDP growth at current prices. Informant researcher stated that

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THE EFFECTIVENESS OF 9 YEARS COMPULSORY EDUCATION POLICY TOWARDS EDUCATION ENHANCEMENT OF CHILD WORKERS

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Introduction

In Makassar, education policy is still becoming one of the priority and some policies toward education in school age with some supporting program. For example 9 years compulsory education is supported with another policy that is the distribution of school operational fund (BOS), the forming of education council, increasing of children reading interest, non formal education and also free education program for 9 years education level. Those policies are the derivative policy of International Education for All convention (EFA) and acted by policy in form of local regulation (PERDA) Makassar city number 3, 2006 about the education enforcement.

Parallel with the education policy, especially education in school age in Makassar, it is absolutely facing the quite serious challenges, reminding the population growth of school age citizens are relatively increased. It happened because of some factors like Makassar as the destination of

urbanization and as the center of East Indonesia Region (KTI). However the condition of supportive facility is not sufficient yet, that is in elementary school, the number of schools is 449 units and students are 136.560 students with 4.127 teachers. In Junior High School level, there are 165 schools and 55.997 students with 4.025 teachers (Makassar in number 2008). These data shows that, the imbalance between education supporting facilities with the acceleration of school age children which grow faster. Urban area (city) is the center of some activities like economy, socio-culture and politics so the growth in urban is relatively rapid with the significant growth. Population growths in urban area generally caused by the urbanization, whether it becomes the permanent resident or even make the city only for a place to gather income.

According to the explanation above, so it is needed to do an evaluation towards the success of 9 years compulsory education achievements. Some problems which considered to be evaluated is the response of

child workers towards the 9 years compulsory education itself, the effect of 9 years compulsory education towards child workers and the effect of 9 years compulsory education policy towards the self potential development of child workers in Makassar. Beside that it is important to know about the parental support towards the child workers to be involved in education and the implementation of 9 years compulsory education policy.

Methods

This research was held in Makassar. This research using qualitative approach with the case study model which done by observation, documentation and deep interview method.

Results

Based on the responsivity analysis result, effectiveness and implication of 9 years compulsory education towards child workers, result obtained showing that, 9 years compulsory education policy is less effective towards the enhancement of child workers education. This has been measure using 9 years compulsory education effect indicator to the school decision, parental support, possibility of changes if those policies do not exist and the influence of those policies towards their school motivation. The result

showing that in school decision it is less effective, lack of parental support, big possibility of school breaks if those policies are not exist and also small affected to their school motivation.

Based on the responsivity analysis result, effectiveness and implication of 9 years compulsory education towards child workers, so the suggestions that could be stated are: It is better for Education Agency (Dinas Pendidikan) if they are inviting all of the child workers with their parents to give them socialization/briefing about 9 years compulsory education and free education policy and the importance of it for every human. In this activity should be involving Education Agency (Dinas Pendidikan) and local champions. The execution held in every district especially approaching to the admissions time of new students. it should be hold at the area with many of child workers and rural area.

Conclusions

The implementation of 9 years compulsory education is not only in conceptual level, but need a commitment from all of the stakeholders especially from executive side. This is one cause factor of the failure implementation of this program, so the result does not reaching maximum result. Because

of that, need a firm action by the local government to implement the exist regulation with giving sanctions to every stakeholders who do not obey the regulation.

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ANALYSIS OF BUSINESS INFORMATION SERVICES INNOVATION IN BANTAENG, SOUTH SULAWESI

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Introduction

Empirically, there are several regions in Indonesia to be the best practice reference in applying innovation in public service such as; public service units of Pinrang Regency, Jemrana Regency, Sragen Regency, Banyuwangi Regency, and Gorontalo for institutional innovation through capacity building and bureaucratic mindset changes to mindset entrepreneur. In line with the view of Prasjo (2005) which suggests that the districts that successfully innovate the licensing service can improve the quality of service and the satisfaction and welfare of society. Therefore, organizational regulation can encourage the formation of innovations that can improve the performance of public services, respond to the expectations of citizens and community needs (Mulgan and Albury 2003). Furthermore Dwiyanto (2010) proposed innovation services based on information technology and communication one of the strategies to realize the accountable

and transparent service as a pillar of Good Governance paradigm. This is in line with the views of Ratminto and Winarsi (2005) that service by public bureaucrats is one of the manifestations of function as a public servant.

Despite improvements in public services carried out by the local government in South Sulawesi, there are still some shortcomings that require special attention by the regional apparatus organization (OPD) in South Sulawesi as an effort to improve the quality of public services. The condition is in line with the results of research from the author (Ahmad 2014) which shows the performance of public services in South Sulawesi has not been maximal so that innovation and creativity required local government. According to Sinambela (2010) the importance of improving public services is one of the benchmarks for legitimacy, credibility and government capacity everywhere. Similar disclosed Dwiyanto (2006), that improving the performance of

public service bureaucracy will also improve the level of public confidence to the government.

Based on the above description, the focus of this research is related to the analysis of the application of service innovation in South Sulawesi. The author assume that innovation in the service of a good business license and satisfy the public will have an impact on the increase of revenues of Original Income of District (PAD) and welfare of society, the investment climate is increasing, and open new job opportunities and improving the welfare of the community. Thus, this research aims to analyze the form and application of innovation service business license in South Sulawesi.

Public Sector Innovation in Empirical Perspective

Irwan (2012) suggests the success of local governments in innovating is seen as a model in measuring the success of local governments. Furthermore, Doloreux (2004) and Hartley (2005) mentioned that local government innovation related to the improvement of work unit performance. Similarly Prasojo (2005) suggests that the local government of Jemrana Regency has innovated electronic-based public services that have met the best practice criteria that

can be a lesson for other local governments. Further Prosojo (2005) argued that the main obstacle to implement innovation of public services in Indonesia is the sectoral ego of the regional apparatus organization (OPD). This is in line with the view of Thomas (2010) who propose innovation is largely determined by the commitment and capacity of local governments. Furthermore, Rina (2012) also expressed the utilization of technological innovation in the form of smart card usage in service field including incremental innovation category from innovation level included in innovation sustaining innovation category.

Innovation Concept in Perspective of Public Administration

Frederickson (1984), argues that the model and system of service delivery to the public is one of the centers of attention and the value that will be maximized. The study of innovations in public administration began to evolve as the paradigm shift from the formalistic New Public Administration to New Public Management (NPM) following market mechanisms and to the more democratic New Public Service (Denhardt and Denhardt 2003). According to Osborne and Gaebler (1992), public sector managers are encouraged to find new ways of working and innovation to gain maximum results or

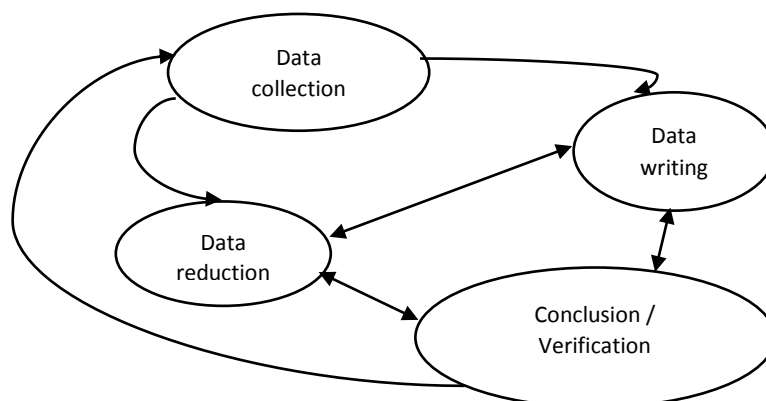
privatize governance functions. In addition, the contribution of New Public Management to the study of service innovation is decisive because it is oriented professional managers who work efficiently and effectively (Vigoda 2003).

Public sector innovation as the development of new policy designs, new operating standards, as an open solution that can be transformed by government agencies that adopt it (Sangkala 2013). While Rogers (2003), explains that innovation is an idea, practice, or object that is considered new by the individual one unit of other adoption. This is in line with the view of Halvorsen (2005) which emphasizes novelty innovation of a product. Furthermore Rogers proposes several measures of innovation attributes: relative advantage, suitability, complexity, probability of trial, and ease of observation. Similarly Halvorsen (2005) and Muluk (2008) share the typology of public sector innovation such as improved service, service process innovation, administrative innovation or new policies, work system innovation, conceptual innovation, and innovation of radical changes or employee mental changes. Based on the attributes of these innovations, Halvorsen (2005) suggests there are three

categories of innovation: (1) Incremental innovation and radical innovation; related to the authenticity of innovation itself, (2) top-down innovation and bottom-up innovation; the elements of leadership take decisions in accordance with their authority, and (3) need-led innovation and efficiency-led innovation; innovations that solve problems to improve service efficiency. In line with the views of Zeithaml and Berry (1990) that society desperately longs for quality service from every organizational unit.

Research Methods

The location of this research includes Bantaeng District, East Luwu Regency, and Makassar City. The approach used is qualitative so that data collection techniques include observation, in-depth interview, and focus group discussion. To obtain relevant and accurate data and information, the informant is the secretary of the department, the head of the licensing service, the head of the investment field, the service officer, and the business actor in charge of the business license. While data analysis techniques refer to the interactive model of Miles and Huberman (2009) as follows:



Research Result

Based on the results of the study found some form of innovation applied in the Office of Investment and One Stop Integrated Services (DPM-PTSP) Bantaeng District, among others: (1) Innovation Click; licensing of principle and location permit directly signed by regent with validity period of 6 (six) months. The innovation is a contribution of new service innovation typology and policy innovation by Halvorsen (2005) applied to encourage the acceleration of infrastructure development and infrastructure facilities of the type of business being invested. After the investor obtained the principle permit from the regent, the next step is to manage the operational permits signed by the Office Head of the Investment and One-door Integrated Services of Bantaeng Regency. (2) Anti-pungli (extortion) services; to keep the integrity of clean and responsible licensing officers, the regents and heads of the department affirm to every implementing officer to “work with the heart”. (3) Delivery of Permission Document; if two days after the

signing of the business license is not picked up by the investor, the service officer shall deliver direct delivery to the investor. (4) One-stop service; the public utilizes automated services in extending permits a month before maturity. (5) Technological innovation in the form of “technopreneurship camp”; the government conducts training for entrepreneurs in utilizing technology to increase production and productivity through the application of various new technologies, especially seed business technology. (6) Maximizing One Stop Integrated Services (PTSP) in issuing all forms of licensing related to a business license has paid off. (7) Service process is more focused on improving service quality based on consistent standard operating procedures (SOP), computerized data processing, online registration, SMS Gateway, payment through Bank, cool and conducive service arrangement.

Similarly, the Regent of East Luwu Regency and the Head of DPM-PTSP Office continue to innovate for the realization of the prime licensing service. The actions taken by

DPM-PTSP include: (1) implementing innovation of information technology-based work processes to create an easy, transparent and accountable licensing service system. (2) implementing employee mental innovation through education and training of electronic-based services so employees ability and skill (smart), honest and loyal in carrying out duties so that East Luwu will become a more advanced district with excellent service to its people. Implementation of training as a consequence of development of online service and information system. (3) implementing new service innovations through the development of services that zero complain as a manifestation of the professionalism of the apparatus in serving the community. (4) implementing a work system innovation without brokers that emphasizes the realization of the motto "Serving You Build Together" so that service personnel work according to the promise of service: honest, fair, polite and open in serving, work based on standard operating procedures, and delivery of service products if service is not timely. (5) Free Licensing as part of innovation of new services that facilitate the process of obtaining permits for micro and small businesses (SMEs) with a one day permit service completed and providing business actors information about access to bank credit and information on business development and business. (6)

Implementation of policy innovation by maximizing the new work of PTSP program. (7) One-day Mass Licensing Service Innovation Product for three types of permits namely Micro and Small Business License (SIUP) of 360 permits, Trading Permit (SIUP) 400, and Corporate Registration (TDP) of 400 permits.

Other research results indicate Office of Investment and One Stop Integrated Services (DPM-PTSP) Makassar City continues to provide the best service to the community. Especially in the handling of permits easily, transparently and in accordance with standard operational procedures (SOP) that have been set. Furthermore, the head of the office to make changes and improvements to the system of permission services quickly and attention to facilities and infrastructure in the service, innovation of special parking for the community who are taking care of the permit. This is done to achieve the best assessment target with category A for the national scale issued Ministry of Administrative and Bureaucratic Reform. The new innovation program launched in May 2017 is a free home permit innovation as part of the innovation of new services, so that the community can be more assisted by not coming back and forth to pick up permit files at the Makassar DPMPTSP office. Interview results from

business actors can be concluded that home delivery innovation is very efficient, effective, and economical. This is in line with the new service innovation typology and service system by Halvorsen (2005) that every innovation requires the service excellence. The people are very respectful of the innovation so that people want the innovation of home delivery services to be contained in local regulations to ensure their sustainability.

Culture of serving should be grown in the bureaucracy environment of Makassar City because of the old Paradigm that positioned the government apparatus as the king who wants to be served by society is not the present. This is in line with Osborne's (1992) and Vogoda (2003) views that the government has the duty and function of providing the best service to the citizen. For that, appeared Innovation policy in the form of weekend service that is every Saturday starting at 08:00-14 :00 pm. The purpose of weekend service is to provide opportunities, convenience, and acceleration of licensing arrangements.

Conclusion

Application of innovation of online licensing service information system in East Luwu is a very appropriate means to realize

the service of prime permissibility that is easy, cheap, fast and transparent licensing service. Similarly click innovation that developed in Bantaeng District greatly assist the acceleration of principle permit service directly issued by Bantaeng Regent, while other operational permission quickly responded and processed at One Stop Integrated Service Unit signed by Head of DPMPTSP of Bantaeng Regency. Furthermore, the employee's mental innovation launched by the Bantaeng Regent 2014 has an impact on all service personnel holding the value of "service from the heart" as part of the integrity value of truth and belief so that there is no illegal levies in the licensing service process. While the Government of Makassar City as the Capital of South Sulawesi province to innovate maximize PTSP as a whole, one stop service based on electronics, and weekend service.

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THE IMPLEMENTATION OF HALAL TOURISM IN INDONESIA NATIONAL PARK

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Introduction

Demographics is a factor that influences tourism activities. Religious factor, such as Islam, also become one of the demographic elements that attract the attention of the tourism market. This is driven by the rise of tourists from the Middle East who have a pattern of luxury shopping so that the theme of halal tourism emerge by focusing on Muslim tourists (Mohsin, Ramli & Alkhulayfi, 2016; Samori, Salleh & Khalid, 2016).

Nevertheless, halal tourism is a new concept and its application needs special attention even for countries that representing Islam behaviours. One of the reason is because it cannot be denied that the tourism activity is generally motivated by the nature of human consumptive behaviour controlled by capitalism so that hedonism value is quite visible in tourism activities (Bocock, 1993; Crouch, 2006; Sharpley, 2008; Woodside & Dubelaar, 2002; Schwartz, 1994; Schwartz *et al.*, 2001). For example, some tourist areas in

Indonesia cannot fully implement the concept of halal tourism because alcohol sales or prostitution are still found even though those are prohibited in Islamic norms (Wall & Mathieson, 2006). Therefore some authors end up suggesting that halal tourism is only applicable to religious-based tourism such as pilgrim, which is a visit to sacred destinations (Weidenfeld, Butler & Williams, 2016), such as visits to Mecca, Medina, Kadhimain or Jerusalem (Wall & Mathieson, 2006).

However, the demand to provide tour packages for Muslim tourists to regular tourism destinations is increasing. Religion (Islam in this case) is a system of norms that cannot be separated from the daily life of the individual, therefore it is possible that religious tourists tend to avoid tourist attractions that are not in accordance with his religious beliefs (Samori *et al.*, 2016). This fact encourages tourist destinations to adapt with religious norms in order to attract religious tourists.

Indonesia as one of the countries that predominantly Muslim easily becomes a source of Muslim tourists as well as Muslim tourism destinations that have an important role in the world. This is evidenced by the acquisition of 12 awards out of 16 categories obtained by Indonesia in the World Halal Tourism Award 2016 in Abu Dhabi, involving 1.9 million votes from 116 countries (International Travel Week, 2016).

However, it appears that the World Halal Tourism Award does not have a category of nature tourism, particularly tourism in protected areas such as national parks. Those existent categories are focus mostly on tourism providers with a small part of tourist destinations categories that focus on culture, culinary and mass tourism. Therefore, the question arises in how the relevance of nature tourism in protected areas, especially national parks, in the perspective of halal tourism. Is tourism in a national park that develops slowly (Brouder & Fullerton, 2017; Carson & Carson, 2017; Halkier & James, 2017; Meekes, Parra & de Roo, 2017) can be a part of halal tourism? Moreover, how to develop tourism in a national park based on halal tourism perspective?

Method

Literature review is used with the aim to see how far the development of halal

tourism and how its implementation on nature tourism especially in the Indonesia national park.

Preliminary Result

Based on tourists' motivation for enjoying the parks in order to find a place of contemplation (Angell, 1994; Caulkins, White & Russell, 2006; Eagles, 2003) tourism in national parks has potentials to become the halal tourism product. Its halal level can be assess based on a number of elements, which are:

a. History

National Parks that is selected to implement the concept of halal tourism should be free from conflicts started from its history of the formation to its management (see, for example Mowforth & Munt; 2016, Rong, 2016).

b. Accommodation

Visitors accommodation for halal tourists (see Battour & Ismail, 2015, Samori *et al.*, 2016) in national parks is relatively easy for Muslim countries. However, its location relatively far with Mosque or places of prayer even though Muslims can actually pray in any place as long as the place is considered clean (Ali, 2016; Pedersen, 2017). Therefore, the provision of special facilities

for worship services reflects a high regard for Muslim visitors. Moreover, the accommodation providers closest to the national park location are required to be able to provide special worship rooms, at least musholla for collective worship, and Qibla sign in the rooms for private worship. If possible, the provision of accommodation can work with local communities by taking advantage of nearby places of worship, such as community mosques, so that tourists can also interact with the community in the mosque which is a universal place of worship for Muslims, regardless of their origin.

C. Activity

The opportunity to implement the halal tourism activities in the national park can be done by providing halal tours, complete with a tour guide that understands the Islam teaching. In addition, Muslim tourists will have a valuable experience in admiring God's creation by travelling in a natural environment (Samori *et al.*, 2016). Generally, tourists see the jungle as a spiritual, romantic, rich, luxurious, dynamic, relieving and mysterious attraction (Frost, 2001). Therefore, the national park is also a source to build the foundation of spiritual opportunity, as well as scientific, educational and recreational purposes (Lawton, 2001). This makes the emergence of spiritual connections between people and places, as do

physical connections with humans (Weiler & Ham, 2001).

Tourist guides, as well as Islam teacher, can provide interpretations for visitors to appreciate the God's greatness and how small human positions in nature in various occasions, especially in mystical and contemplation situations such as doing camping activities in national parks.

d. Food/drink

Being in a wild area, there is a tendency to use local resources to provide culinary delights for tourists. Fish-based meals can be given to the national parks visitors in the tropical country because the protection of fish species is not as restrictive as other wild animals and Muslims are permitted to consume it. It would also be better if there is a halal certificate from a special authority to convince Muslim tourists for their food and drink.

e. Dress code

Another element that needs to be considered further is the dress code to conduct tourism activities. Muslim tourists should use proper clothes that cover their aurat when doing outdoor activities such as swimming (see Battour, Ismail, Battor & Awais, 2017).

f. Finance

The use of syariah-based financial instruments is seen to be outside the scope of national park management. However, the park may be affiliated with sharia banks and provide basic facilities such as sharia bank's ATMs at the tourist information centre. Sharia banking services can facilitate visitors to make cash withdrawals and create a more visible impression of sharia concept in the implementation of a national park for the halal tourism approach (see Rexhepi & Ramadani, 2017; Gabdrakhmanov, Biktimirov, Rozhko, & Khafizova, 2016).

Conclusions

For several reasons, nature tourism in the national park has complied with the rules of halal tourism, mainly in the perspective of the obligation to maintain cleanliness and conserve nature. In particular, regarding the location of national parks in Indonesia, that majority population is Muslim, the accommodation providers are generally easy to fulfil the criteria of halal lodgings. However, there are several elements need to be improved, such as:

1. Provide religious facilities that can dwell with the local people.
2. Confirming the marital status of visitors who visit in pairs.
3. The interpersonal interaction between tourists and local people in an atmosphere of mutual respect.
4. The halal tour package of the national park complete with the tour guide who understand the Islam rules.
5. Not providing wild-based foods specifically forbidden or haram.
6. Ensure appropriate dress codes in serving tourists as well as implementing risky activities such as swimming and cycling.
7. Providing sharia-based financing facilities and zakat/donation outlets.

The attention to the above elements and criteria that have been discussed above can encourage nature tourism to be part of halal tourism. Nevertheless, tourists' consumptive behaviour still needs to be aware as the halal tourism implemented in national parks can present a new problem for the nature capacity in the park itself.

And it is important to remember if recreational activities are fundamental to tourism activities that do not recognise borders (Coles & Hall, 2006; McKercher, 1999; Sofield, 2006). Various social and environmental approaches can be a tourism motivation such as ecotourism, marine tourism, pilgrim and many others tourism types (Timothy & Olsen, 2006; Sharpley, 2009), including Halal tourism. Halal tourism

is just one of the new phenomena and a niche market in the tourism industry that emphasises the religious approach. It is possible that the halal tourism in the national park in the future is only one part of mass tourism that encourages a high number of visits and leads to lower the integrity of nature in the national park.

EMPOWERMENT FOR WOMEN LABORERS BASED ON "CIVIC EDUCATION" (A CASE STUDY OF WOMEN LABORERS OF CIGARETTE INDUSTRY IN MALANG MUNICIPALITY, INDONESIA)

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Background

Based on previous research, it was found that women laborers in the cigarette industry in Malang Municipality were generally in a weak position both personally and in the context of industrial relations. The weakness was caused by the lack of knowledge and understanding about: rights and obligations as labor, gender, and rights and obligations as members of society and citizens. This study aims to improve the knowledge of citizenship and attitude change of women laborers' citizenship, especially with regard to rights and duties as citizens, as laborers, and as women.

Methods

This research uses qualitative experimental approach. Data were obtained from interviews and observations at and after civic education training. The data analysis was conducted by descriptive inductive to

find the gap, both between the module materials and the capability of the trainee participants— remembering that women laborers in the cigarette industry are on average only elementary school educated, as well as the possibility of other research focus or variables that are important and not yet summarized in the previous draft module material.

Preliminary Result

Based on the findings of previous research, the draft of civic education training module has been prepared, with materials consisting of: 1) gender ideology; 2) gender and politics; 3) the Indonesian political system; 4) elections and democracy; 5) political parties and the interests of women laborers.

Gender ideology, as an idea, views, and attitudes are institutionalized in society at large. Even in some societies it was

understood as an absolute truth. Patriarchal culture has been very strongly rooted in the society, so it is not realized that such ideology can actually be changed and striven for. Deconstructing and building new awareness about a fairer gender role can help the groups of women of research objects understand their roles more broadly, especially public / political roles. The training materials are: Gender ideology and patriarchal culture in the life of women. The provision of this material aims: 1) Participants understand the differences between women and men; 2) Participants understand the gender socio-cultural constructions of women and men; 3) Participants are aware of the negative impact of gender differences for women in their lives.

Gender and politics are often regarded as unrelated. Systematically women have been taken away from political affairs, because politics was believed to be man monopoly. Therefore it's very urgent to give awareness to women laborers about public / political roles through material: Women and women's political rights. The purpose of this material are: 1) Participants understand the meaning of politics; 2) Participants understand and realize the rights and political role of women.

Indonesian political system, actually more describes as the process of how public policy is made. Often women do not

understand and do not realize that they are part of the process. To change this matter to the participants are given the material: 1) Indonesian Political System and Women's Role. This subject is given for the purpose of: 1) Participants recognize and understand the Indonesian political system; 2) Participants understand the pattern of legislative, executive, and judicial relations.

Elections are one of the pillars of democracy. Given the strategic nature of elections, it is appropriate that women laborers have sufficient understanding and awareness, so that their involvement in elections really has benefits. Subject matter given in the training: 1) The nature of the general election; 2) Democratic elections and their characteristics; 3) Participation and democratic elections. The aims of this subject are: 1) Participants understand the nature of elections and their aims; 2) Participants understand and recognize the characteristics of democratic elections; 3) Participants understand the role of the society in the implementation of democratic elections.

Political parties and women's interests. The main function of political parties is as a bridge that links the interests of the people with the interests of the state. The interests of women who often have not been voiced should be the starting point of women in choosing the party. Materials given in the training: 1) Identification of women's

interests; 2) Identification of political parties that are friendly to the interests of women. The purpose of the materials are: 1) Participants understand the main function of political parties in voicing women's interests; 2) Participants are able to identify the various interests of women who will be voiced to political parties and that will be used as a reference in choosing political parties.

The results based on preliminary results show first, that after training there are increased knowledge and understanding, as well as changes in views and attitudes about the rights and obligations of women as laborers, as a member of society and as a citizens, and about gender, among women laborers in the cigarette industry as participants of the training. Secondly, qualitatively the increase of knowledge and understanding, as well as the change of views and attitudes toward women's rights and obligations, is influenced by the quality of women laborers' education and the culture / values shared by the family of women laborers concerned. Third, women laborers experience the increase of understanding, change of views and attitudes about patriarchal culture, but because of the still strong patriarchal culture in society around the lives of women laborers, they have not had the courage to continue in the realm of action.

Conclusion

The initial conclusion to be drawn is that empowerment based on civic education for women laborers in the cigarette industry has generally been able to increase knowledge and change attitude citizenship, especially with regard to rights and duties as citizens, as laborers, and as women. However, due to the still fertile patriarchal culture around the lives of women workers, the increased knowledge and changes in attitudes and views have not been able to be a driver of women laborers to play a role in the public / political domain.

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SYNERGY IMPLEMENTATION POLICY; A CASE STUDY OF QUALITY HOME IMPROVEMENT PROGRAM IN WEST BANDUNG, INDONESIA

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INTRODUCTION

According to Article 1 number (1) of Law Number 1 Year 2011 on Housing and Settlement Area, what is meant by housing is a collection of houses as part of settlements, both urban and rural, equipped with public utilities, facilities and utilities as a result of efforts Fulfillment of a habitable home.

West Java Governor Regulation No. 46 of 2015 on Guidance of Home Improper Housing Program, there is mentioned that House unfit for habitation, hereinafter referred to as Rutilahu is a house that does not meet the building safety requirements and minimum adequacy of building area and occupant health. Unwanted home programs and activities for Low-Income Communities and Poor Families include Rutilahu Urban and Rutilahu Rural. West Bandung Regency Area (KBB) has a hilly geographical condition with varying heights and tilt.

Problems in general areas of housing and settlements in West Bandung that exists at this time is not yet stable service and access to land rights for housing, especially for poor and low-income groups. Capacity of

the government organization West Bandung is also still relatively limited to be able to effectively implement adequate land administration, which can guarantee the adequacy of land supply, which can develop efficient land market and sustainable land use. The high demand for decent and affordable housing can not be balanced because of the limited supply capability by the public, the business community and the government. The inability of the poor and low-income households to obtain decent and affordable housing and meet responsive (healthy, safe, harmonious, and sustainable) environmental standards.

Literature

Public Policy Concept

Nakamura and Smallwood in Wahab view public policy in three aspects, namely policy formulation, policy implementation, and policy evaluation (Wahab, 1997: 32). For both of these experts something called public policy surely encompasses these three aspects. They argue that public policy is a series of instructions from policymakers

addressed to policy implementers explaining objectives and ways to achieve those goals.

To make a good and right public policy is not easy, but it is impossible to achieve. The advice that can be given here is the ideal-theoretical-methodological advice advanced by Nugroho. Nugroho argues that "policy implementation in principle is a way for policy to achieve its goals" (Nuroho, 2004: 158). The policy implementation model according to Grindle (1980: 11), consists of the content of policy relating to the type of policy, then in the context of the policy (context of implementation). Based on the theory of Grindle in the synergy program of home improvement is not suitable for habitation (rutilahu) in West Bandung relates to the content of policy (content of policy) and the context of policy (context of implementation).

RESEARCH METHODS

The object of research in this research is synergy analysis of program improvement rutilahu in West Bandung. The research was conducted by using qualitative approach, by using this approach, the authors dig deeper about the real condition of housing development policy and residential area in West Bandung. With this method, the existing model can be identified, then reconstructed into the ideal model.

DISCUSSION

Field research was conducted in 3 (three) subdistrict locations in West Bandung, namely Sindangkerta Sub-District, Batu Jajar Sub-District, and Cipeundeuy Sub-District. In each of the sub-districts where the research was conducted, the researcher conducted interviews with community members, as well as several stakeholders related to the issues studied including the Head of District Facilitator, Self-Help Groups, Government Apparatuses, Sub-district and / or representatives, and Apparatus Housing and Settlement Services West Bandung. West Bandung is a very rapid area of development both in economic, social and cultural aspects, and also has several problems in the development of infrastructure and human resources development.

Government of West Bandung made various efforts to prosper the life of its people, such as the launching of aid programs and home improvement unfit for habitation (Rutilahu). This is in line with what has been planned and targeted by the Government of West Java Province.

With regard to the planning of the program, the Government of West Bandung is represented by the Office of Housing and Settlements which is the technical implementer of Home Improper Improvement Program (Rutilahu) which has been declared

West Java Provincial Government. In line with this activity, the Government of West Bandung coordinates with the NGOs in Sindangkerta sub-district, Batu Jajar sub-district and Cipeundeuy sub-district where their presence is the spearhead of the implementation of the Rutilahu program in their area.

In relation to the findings of field results, there are several important steps in the implementation of this uninhabitable home program, namely; (2) The village then verifies, records and sends the results to the Village Facilitator, (3) The Village Facilitator receives the KSM verification result, reviews the field and checks the administrative completeness and then sends it to the coordinator (5) The District Government shall prepare a Letter of Recommendation to the Head of the Service, (6) The Provincial Consultant shall prepare a Recommendation Letter to the Provincial Government, and (7) The Provincial Government shall evaluate, verify and process The petition filed. The series of stages of this activity when described, looks like Figure 1.

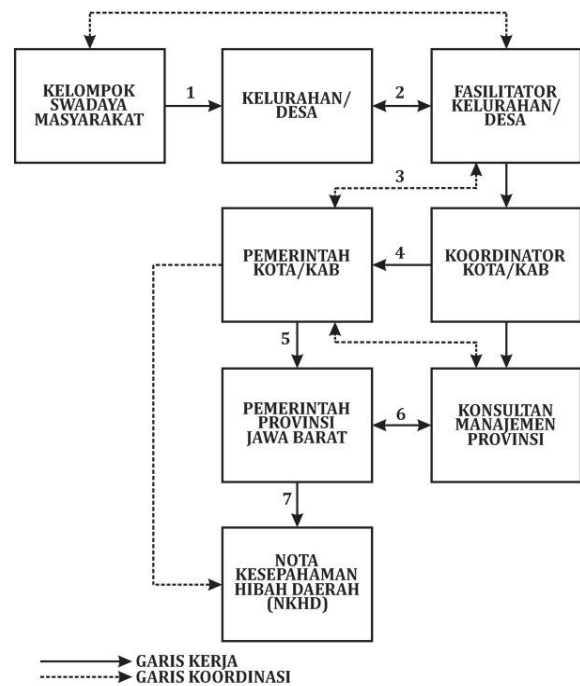


Figure 1

Implementation Rutilahu Program Procedure

Source: Department of Housing and Settlements
West Bandung, 2017.

Funding assistance for home program is unfit for habitation in West Bandung is not easy to be accountable, The use of funds used for the unbeneficial. West Bandung Regency Government disbursed the budget for the construction of Unfit Homes (RTLH) with each recipient of Rp 5 million. However, the funds allocated to underprivileged residents, among them are not accepted as a whole. Information obtained from one of the informants said that "If the money I receive is only Rp1, 5 million, but plus the building goods approximately if cashed the price of Rp 1 million", two

residents of RTLH beneficiaries of them receive funds with an unsuitable amount. The budget, one of the residents of Kampung Pasir Tengah RT 01 RW 10 Cikadu Village Sindangkerta District who claimed to receive assistance RTLH total worth approximately Rp2,5 million.

House material unfit for habitation (Rutilahu) in the form of 5 sheets board, chest bar 18 sheets, persegian 2 pieces, batten size 2 meters 18 stems, batten size 2.5 meters 18 stems. While cash received is used for other materials such as cement, nails, sand and plywood with a total price of Rp1,3 million. The remaining Rp200 thousand as the worker's wage of house building, then the procedure is changed directly from the Office of Finance to Non-Governmental Groups.

In Batujajar Sub-District, the Head of KSM is from Kesra, the Secretary of the community, while the treasurer of TPKAD and technical members of the community. Its members consist of 3 people, community leaders, religion and youth. Executives including the CPCL there is a salary for the group Self-Help Groups (KSM) it. But the salary is not taken from the district budget because there is no percentage, but taken from the general budget APBDes.

Constraints in the rutilahu program in Puncaksari Village, such as the Non-Governmental Groups (KSM) there is no BOP, no operational cost. Even several times

technical guidance to Lembang not from the village head, while as chairman, secretary and treasurer of the Non-Governmental Groups (KSM) has a family that must be met his needs. Non-governmental groups should be neutral, Self-Help Groups (KSM) take a grant of 85 million rupiah for 17 housing units in the village area of Puncaksari. Non-governmental groups (KSM) discussion in the village, invite the figures, beneficiaries, RT, RW, and witnessed by Deputy chief of police sector and directly in the village submitted to the material. The self-help group community does not know where to take its operational funds. While the stamp duty, and others included into the operation.

The formation of Self-Help Groups in Bojong Mekar, beginning with the deliberation of beneficiaries, community leaders and village apparatus. The structure of KSM stewardship is 3 ie 1 chairman, 1 treasurer and 1 secretary, the members are the beneficiaries of 15 people. However, in development, it is involved more because it involves the role of RW to raise self-help from the community. In determining the CPCL, Non-Governmental Groups (KSM) request data from RT and RW, this is because those who know the condition of the CPCL region, suggestions from RT & RW and cultivated in need. Because of limited quotas, the Non-Governmental Groups (KSM) propose the rest of the APBDes. So from the

village funds the number of recipients rutilahu 9 houses, while from the quota district funds 15 homes. The amount of funds per unit of APBdes is 5 million or equal to the allocation/unit from the Regency. For quota, 12 RW, so 2 units per RW in Bojong Mekar. Non-governmental Groups (KSM) each year should be replaced, but every time there is no change, the change only the treasurer. In Bojongmekar Village, Beneficiaries receive money but involve RW to assist them. According to the terms of the goods should be but the fear of prejudice from the public so open course. Because when it involves RT and RW that should be paid work is so self-supporting. Beneficiaries are freed to spend money anywhere.

The process of submitting the Candidate Recipients of the Rutilahu grant, through the development planning consultation (Musrenbang), and all of which are not necessarily accepted. What is proposed must be entered into APBdes, so it must be matching. Once entered into the APBDes then it can only be implemented / cashed. Some go to Musrenbang and some come directly from the village proposal. Then submitted to the sub-district, then submitted to the Regional Development Planning Agency (Bappeda) West Bandung.

In Gelanggang Village, the CPCL selection process involves: The Gelanggang

Village Government has done a recap and made the database of houses unfit for habitation. It consists of 10 units from the province, 10 units from the district and 10 units from the village. The amount of fund allocation is different. Provinces 7.5 million, 5 million from the District and 10 million from APBDes. So in the village Gelanggang do classification based on the formula Aladin (roof floor wall). Adapted to the funds, there is only the roof is repaired, there is a roof and floor or roof and wall.

Monev conducted every schedule, monitoring implementation 1 (one) to 2 (two) weeks. In Cipeundeuy Sub-District is limited to supervision only. For self-management implementation from village side and consultant. While the role of Village Government was represented by the Non-Governmental Groups (KSM). The financial management system is in the Non-Governmental Groups (KSM), so it does not enter the APBdes so that the program is cross-sectoral. Self-Help Groups (KSM) also manage in housing improvement. All villages have Self-Help Groups (KSM), assisted by mentoring consultants. The form of supervision from sub-district monitoring to the field, whether it has been implemented or not. If the funds have gone down then the district down, when will be implemented. When the implementation is hampered the

sub-district apparatus see what constraints. Because if the home program is not habitable (Rutilahu) should be socialized to the community. Because in society many misunderstandings, in society sometimes there is social jealousy that often cause dilemma. So can not immediately funding right now tomorrow immediately implemented, should be conducive first. There is a socialization process in advance to avoid miscommunication. Sources of funding other than the Rutilahu District Assistance, are available from APBDes. Depending on the village whether to apply or not. The funds from the village are from poverty reduction programs. Village fund is used for its allocation, not only for rutilahu, the use of village fund is varied. In Cipeundeuy Village for example every home unit gets 10 million.

In the implementation of home improvement is not habitable (rutilahu) Department of Housing and Settlements District. West Bandung do bargaining with other fields, involving Civil Servants (PNS) 4 people involving other fields, with the budget unit. Generally, there is no socialization to NGOs. The communication forum is not yet in form. Determination of house unfit for habitation (Rutilahu) through SK Regent of Regency. West Bandung as legal formal, but POKJA has not been prepared. The benefits of rutilahu development program has been

felt by many parties in need, this program is very helpful for people's lives, especially in terms of health, houses that have no windows and ventilation, very stuffy, after receiving (assistance) rutilahu, in each room there are windows, more spacious room, good for health.

Home improvement program is not habitable (rutilahu) in West Bandung is related to the content of policy (content of policy) with Law no. 1 Year 2011 on the construction of housing and settlement areas, and West Java Governor Regulation No. 46 of 2015 as the legal basis. In the context of the policy (context of implementation) home improvement program is not suitable for habitation (rutilahu) in Kab. West Bandung involves the Community, Self-Help Groups (KSM), Village Apparatus, West Bandung Regency Government, and Provincial Government.

CONCLUSION

Act. No. 1 of 2011 on housing and residential areas expressed more specifically on the authority of local governments as compilers and implementers of policies and strategies in districts / municipal areas of housing and residential areas with a foothold and refer to national and provincial policies and strategies. West Java Governor Regulation No. 46 of 2015 on Guidance of Home Improper Housing Program, there is

mentioned that House unfit for habitation, hereinafter referred to as Rutilahu is a house that does not meet building safety requirements and minimum adequacy of building area and occupant health.

Based on the results of the research, several suggestions were proposed to make the home improvement program unfit for habitation (rutilahu) in West Bandung to be effective among others by institutionalizing the system of housing is not feasible to live with community involvement (participatory) and do synergy between SKPD in the implementation of houses unfit for habitation in West Bandung, realize the fulfillment of housing needs for all levels of society, through the strategy of building a home grows.

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ADMINISTRATIVE SERVICE OF CIVIL SERVANT A CASE STUDY OF CIVIL SERVICE AGENCY IN MAJENE, INDONESIA

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Introduction

One of the important dimensions in a government bureaucracy is how the officers or employees can provide the best service and quality to the community. Therefore, the government bureaucracy as the front steward in various public interests, has direct responsibility in dealing with various demands and changes in the lives of people whose development is very rapidly from time to time. In order to achieve good public service, service standards need to have clear benchmarks that can be used as a reference for action at any state administrator, and good service is how to implement law as efficiently as possible, scientifically, and politically neutral (Denhard & Denhardt, 2013).

In Law No. 5 of 2014 on State Civil Apparatus described in article 2 that the implementation of ASN policy and management is based on the principle of legal certainty, professionalism, proportionality, integrity, delegation, neutrality, accountability, effective and efficient, openness, non-discriminatory, unity, justice

and equality, and prosperity. Related to this, Denhard and Denhard (2013) stated that public servants have an ethical obligation to expand the boundaries of public participation in political processes in whatever way they can.

The service standards to be received by the public from the apparatus have been determined by the Government through the policy of the Minister of Administrative Reform No. 63 of 2003, namely service procedures, completion time, service fees, service products, facilities and infrastructure, competence of service providers.

Public service is a process of meeting the needs and solutions to the various problems that accompany the life of the community at any time by the Government or government bureaucracy in the form of goods and services provided and provided when the community needs or before they request (Subarsono, 2006). A good service will only be realized if there is a) a service system that prioritizes the interests of the community; b) service culture within the organization of

service providers; and c) human resources oriented to the interests of service users (Ratminto and Winarsih, 2009).

According to Dessler (2010), there are five basic management functions namely planning, organizing, staffing, leadership, and control. It is acknowledged that management practices used by business organizations are much more sensitive to the demands of their customers (Purwanto, 2009). Therefore, according Sedarmayanti, (2011) a company can gain a competitive advantage when considering the human resources, because human resources enable faster learning and apply knowledge more effectively than its competitors ".

Governments that carry out the role of the state as a provider of public services again perceived its role when the liberalization and free market movement were over-proven failed to realize the dreams of many people that public service affairs would be far more effective, efficient, responsive and accountable if provided by private parties. The government will act to facilitate solutions to public issues, but it will also be responsible for ensuring that solutions are consistent with the public interest-both in substance and in the process. (Denhardt and Denhardt, 2003). Therefore, in the concept of institutional change, the adoption of service

standards is a long phase or process through the introduction of new norms to the stage of legitimacy, when the new norm can be accepted by members of the organization and become day to day practices (Purwanto, 2009).

Performance management is a way to get better results for organizations, groups and individuals by understanding and managing performance in accordance with predetermined targets, predetermined standards and competency requirements (Dharma, 2009). Apparatus as the executor of government bureaucracy activities determine the results achieved through good performance. According to Tarigan (2005), performance can be achieved well when determining the plan or standard to be done.

Methods

This research is conducted by using evaluation method. The research approach using evaluation method is to compare an event, activity and product with predefined standard and program (Sugiono, 1998). In connection with the above, the evaluation reviewed in this study is to reveal and analyse in depth the process of personnel administration services.

This research was conducted at the Office of Regional Personnel Agency of Majene Regency. This research was analysed

by qualitative descriptive method. This method is done based on the results of in-depth interviews with respondents and informants.

Results/preliminary result/critical review

The number of civil servants (PNS) owned by Majene district government based on data of the third quarter of 2014 amounted to 5480 people. Of the total number of employees of male sex numbered 2,643 people and the female sex numbered 2,837 people. Civil servants in Majene Regency seen from the level of education owned by employees can be quite good. From the secondary data finding, it was found that the average civil servant education level (PNS) is quite good, because in general the educated staff above SMA reached 73%. Judging from the level of education of the employee it can be specified that the employee who hold Bachelor degree is 2.395 people or 44 percent, D I - D III amounted to 1579 people or 29 percent, and SD-SMU amounted to 1506 people or 27 percent.

Based on data from regional civil service agency, 1126 employees who are classified as administrator (golongan IV) is more dominated by women that is 55.15% or 621 and 505 men. Those who are junior superintendent (golongan III) can be said to

be comparable between women 1048 or 49.83% and men 1055 or 50.17%. As junior supervisor (golongan II), it can be seen that there are more female employees than male, accounting for 1131 people or 53.63 %, and for junior clerk (golongan I), there are more male employees compared with females, 105 people (73.94%) and 37 people (26,06 %) respectively.

In the position of echelon II, with the total of 33 position, only 16% are occupied by female, which is far lower than men at 84%. Furthermore, for echelon III, the composition of men is still more dominant compared with women (men 71, 53% and women 28.47%). In echelon IV and V, the figure looks similar with the previous echelons (II and III), where the number of female employees in this position (echelon IV) is higher than female, (64.62% and 35.38% respectively), and 75% male employees against 25% female in echelon V.

Based on direct observations and interviews with local government officials of Majene district which are being and which have been completed in the administrative completion process, promotion generally gives an answer that the implementation process of personnel administration runs smoothly, but in completion of any administrative matters, the time is not clear. One of the unclear factors is the standard operational service (SOP) that does not exist,

so the guidance in providing services is uncertain.

If BKD office has a standard operating service (SOP), then the term of completion of each affair can be known clearly. Standard operating service (SOP) is clear that there is clarity of time, costs and other requirements that must be met by every employee to be served. With the SOP between the servants and served each know the standard of service.

Standard Operating Service (SOP) of employment that has not been made by regional civil service agency in Majene impacts on the performance of employees in completing each job, which is time consuming for public servants to get their business done.

Conclusions

Based on direct observations and interviews with local government officials of Majene which are being and which have been completed in the administrative completion process, promotion generally gives an answer that the officers in carrying out their duties is quite good, but in the completion of any administrative matters is not clear. One of the factors that influence the uncertainty is because regional civil service agency (BKD) in Majene does not have yet standard operational procedure (SOP) as a guideline in

giving services. The absence of SOP makes employees feel the loss of time and cost. Employees whose residence is not far from the Capital of the District do not feel the cost of losses, but those who live far away in the villages feel the loss of time and money, because they have to come every day.

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PATTERNS OF POWER RELATIONS IN GOVERNING STREET VENDORS: A CASE STUDY OF BANDUNG, INDONESIA

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Introduction/Background

This paper focuses on the discussion of power relations in governing of street vendors (*Pedagang Kaki Lima* or PKL) in Bandung. The objective is to identify the pattern of power relations between the government and street vendors as a consequence of the PKL's governing approach applied in Bandung. As a city that emphasizes its economic activity on creative economy-based tourism, the existence of street vendors becomes inevitable. The existence of street vendors is a dilemma because on the one hand, it becomes the driving force of the economy in the informal

sector, but on the other hand is also often a disruption to the order of the city.

The difficulty of finding location that suitable for street vendors is allegedly happening in almost all the governing activities. The location offered by the government is generally rejected by street vendors due to the lack of access to the location; government has not built adequate facilities and infrastructure of selling; the lack of consumers in location, location is not in accordance with the majority of commodities traded and so forth. The problem of new location for street vendors eventually cause conflict between street vendors and the city government. Among the street vendors

themselves are often internal conflicts in addressing the relocation policy. Some street vendors are willing to move to a relocation site with some terms such as granting soft loans and free rent for a certain period of time. On the other hand, some other street vendors refuse relocation and propose a structuring policy in the form of uniform tents on their location.

The government generally translates the regulating of street vendors as an effort to move the location of street vendors or limit their sales time. In the city of Surabaya, the arrangement of street vendors is done by establishing PKL centers, such as PKL Gayungan Center, Urip Sumoharjo, Bungkul Park, Kali Ketabang, Achievement Park, Gunungsari Ornamental Fish, Benowo, Bulak, and Karah. The phenomenon of policy change to regulate street vendors is not only happening in Indonesia. For example, in Bangkok there are at least four models of PKL regulatories (Herlambang, 2007), namely: zone systems, ie certain areas allocated to street vendors, trading time systems, such as weekend and night markets, mall or center integration shopping, and giving street vendors in pedestrian, parks and sidewalks, with certain conditions. Bandung City Government issued a special regulation on street vendors, namely Local Regulation No. 4 of 2011 on the Development and

Regulatory of street vendors that largely contain spatial street vendors, implementing policy organizations, limiting the number of street vendors and consumer behavior approach. However, the policy has not been effective enough to overcome the problem of street vendors. Proven from 8 point location of PKL which is planned to finish arranged in 2015 that is Dalem Kaum, Kepatihan, Dewi Sartika, Area of Alun-alun, Merdeka, Gasibu, Tegal Lega and Cicadas until 2016 only able to regulate four locations, that is Alun-Alun, Merdeka Street, Kepatihan, and Gasibu.

This paper will not highlight the implementation of the policy, but wishes to reveal how the pattern of power relations emerges in response to the policy. Hayat (2010) states that the policy about street vendors is more a structural dominance of the rulers and owners of capital so that the interests of street vendors tend not accommodated. To that end, the state needs to share roles and powers with autonomous social forces in society in order to create synergy in public policy. The study does not explicitly address the division of the intended role. This paper wants to fill the void of discussion about power relation by expressing how the pattern of power relation in structuring street vendors, namely by showing who actors who play a role in structuring street vendors, who mediator between street

vendors with the City Government, and how the style of power relations that formed between the parties.

Methods

This research will use qualitative approach with case study research strategy. A case study is an empirically and analytically focused study on a particular phenomenon to produce deep, detailed and holistic studies (Snow and Trom in Klandermans and Staggenborg, 2002: 146). Researchers conducted observations on coverage of street vendors in the city of Bandung through the media on line during the year 2013-2016 and conducted a preliminary study to understand the characteristics of socio-economic street vendors in the city of Bandung. Based on this preliminary study, the author found an interesting location to be studied. The location of this study is based on the diversity of PKL affiliations with the community organization and/or non government organizations (NGOs) involved in governing PKL.

Data is collected through interviews to association managers or associations of PKL, Local Civil Service Police Unit (Satuan Polisi Pamong Praja or Satpol PP), Department of Cooperatives of Small and Medium Enterprises and Department of Trade Industry,

and Regional Development Planning Agency. Broadly speaking, the topics discussed regarding the characteristics of street vendors in the research location, the affiliation of street vendors with the organization of street vendors with the community organization and/or NGOs involves with the street vendors, and the way street vendors react to the problems that arise when the policy arrangement of street vendors implemented on them. In addition to interviews, also conducted observations to know directly the activities of street vendors in selling, the atmosphere and the interaction they build and the strategies they develop to maintain its existence in public places.

To analyze the field data, researchers make field notes containing the results of participant observation and interviews with informants to then be analyzed based on the relationship between categories and finally generate conclusions.

Results/preliminary result/critical review

The preliminary results found the existence of 3 (three) patterns of power relations that emerged as a response to the implementation of policy in governing PKL implemented by the Government City of Bandung. The first pattern, street vendors use associations of PKL as mediators in

negotiating problems they face, such as when dealing with new street vendors or with thugs who ask for 'security money' at the location of selling. The association of PKL is a liaison to the Government, especially with the Local Civil Service Police Unit, and jointly controls the disturbance experienced by the street vendors.

The second pattern, street vendors use the local community of street vendors as mediators. The local community of street vendors are different from the association of street vendors because they are naturally formed from street vendors in the same location, and have historical links to the development of street vendors in those locations. Because there is already a community of its own, the existence of the PKL's association actually become outsiders who tend to be less trusted. In this relationship pattern, trust factor becomes capital that determines which side is used by street vendors to fight for their aspiration or when trying to solve the problems arising from the policy of arrangement.

The third pattern is street vendors using NGOs as mediators. In this pattern, PKL relationships with NGOs take place dynamically and tend to lead to transactional relationships. Street vendors who need protection when dealing with government officials who curb, will ask for mediation

with the help of NGOs. However, when the situation is secure, the existence of such a social organization is not necessary. In fact, NGOs that do not provide optimal protection will be abandoned by street vendors who will seek new NGOs as a substitute.

Conclusions

The three patterns of power relations in governing street vendors indicate that the government as the authority in governing street vendors actually do not have a direct relationship with street vendors. All efforts of governing street vendors take place in the dynamics of relationship between vendors, mediators, and government officials. The existence of mediators, in the form of associations, communities, and society organizations, became a strategic actors that determine the successful implementation of the policy of governing street vendors. On the other hand, however, the existence of these strategic actors moves more in the transactional relationship than the strengthening of bargaining power of street vendors. Therefore, the character of policy implementation in governing PKL is more directed to the compromistic rather than solutive in solving the problem of street vendors and order in urban informal sector.

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COMMUNITY TOURISM ENTREPRENEURSHIP IN DISASTER-PRONE AREAS OF MOUNT MERAPI

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Introduction

The special region of Yogyakarta, especially the district of Sleman, has suffered a volcanic eruption in 2010. One of the locations affected by the eruption is the sub-district of Cangkringan. It covers several villages located in Disaster Risk Areas III as governed in the Sleman Regent Regulation No.20/2011 on Volcano Prone Area of Mount Merapi. With the Eruption of 2010, most of Cangkringan sub-district endured severe damage to property and buildings. For instance, the destruction of housings leveling the soil due to the eruption excess, casualties to livestock belonging to farmers, along with tremendous natural deterioration caused by material ruins of Merapi. The situation did not last for a while, it took years to rebuild housing for the population, and the livelihoods of local people. However, the people of Cangkringan has their own independence to strive in order to develop and improve their economic and social lifenback to where it started. In 2011,

business actors began utilizing the local economy by establishing the Merapi Jeep Tour. The tour incorporates other types of businesses by offering jeep rental services to tourists who would like to venture through the eruption track of mount Merapi. The tour also offers visits to sites such as the Museum of “*sisahartaku*” which displays the relics of the natural disaster, souvenir shops, and also a culinary trip to Merapi Coffee. Unfortunately, until now, the tours have not yet received enough attention from the government of Sleman Regency and the Tourism Departement. This is based on the recent application of retribution for tourists which started in February 2017. Furthermore, the existence of Disaster Prone Area III regulation is considered to be disadvantageous to some parties because a few of the tourist attraction buildings does not meet the standards of the regulation.

Several studies have been conducted before such as, first, by Renaldi Rakhman Lutfi. His research which took place in

Kotabaru, East Java, concerned on the benefit of tourism with the focus on opening new fields of employment in Batu City. The type of tourism are mainly cultural and historical ones. Second, Diah Zuhriana ascertained that most people work as farmers and laborers. Through the utilization of Mount Ciremai National Park (TNGC), the social and economic potentials of the community surrounding the area can be uplifted through alternative employment in the tourism sector which contributes up to 41% of total revenue. Third, an analysis on the formulation and implementation of public policy as stipulated in the Properda and RESTRADA of Semarang regency by describing the observation result and uses a way of weighting through the likert scale (mix method) was done by Setyorini Timang.

To achieve the pinnacle of welfare for the community around Mount Merapi after the eruption, the process towards prosperity still faces obstacles and challenges faced by the people of Cangkringan in developing entrepreneurship based on based on the tourism objects. Therefore, the role of stakeholder is vital in developing the community efforts.

The research questions that will be discussed in general are: how is the process of independent entrepreneurship established by the community of Cangkringan District post-

eruption of Merapi in 2010? And what are the obstacles encountered by those business actors ?.

Methods

This research uses qualitative approach with an inductive mindset where it departs from facts and data of field findings which then connected to theoretical thinking and in the formation of new concepts (Neuman, 20016:15). This approach is chosen to explore more in-depth information about the process, efforts in facing obstacles and entrepreneurial benefits of tourism conducted in the Village District of Kepuharjo, Cangkringan in disaster prone areas of Mount Merapi. Data collecting is done by literature study, extensive interview, observation, and other supporting data. The type of research takes the form of descriptive, used to describe the results of field analysis. This research is also conducted at the tourism office, Cangkringan District office, and the entrepreneurs around the area of Cangkringan surrounding Mount Merapi.

Results/preliminary results/critical review

The outcome of this research is to analyze the community self-reliance in developing the economic and social life in Disaster Prone Area III which has a significant progress proven by the increase of Jeep rental tours ownership by individuals as

has been acknowledged by the Chairman of Jeep Association of Cangkringan region in Kaliurang. The Jeep rental tours was first established by the awareness of the community to work independently and to improve the tourism of Mount Merapi. In addition, the expansion of business are bolstering the culinary field such as Merapi Coffee, which is the result of coffee plantations by the original coffee farmers on the slopes of Merapi, and also the income of souvenir shops and mini museum of local communities are increased. The entrepreneurship process was initially established in 2011 by rearranging land for building tourism sites in Disaster Prone Area III. However, on the process of it until now, some parts of the community are still complaining on the existence of permanent buildings belonging to private companies which is in contradiction with the Sleman Regent Regulation No.20 of 2011 on Disaster Prone Areas of Merapi Volcano. This results in the less appreciation for the entrepreneurial spirit of the community by the government. The community also complained on the buildings which are considered to be a business competition in the tourism object. This is in line with Suryana (2013: 16), where she mentions that the essence of entrepreneurship is the ability to create something new and different through creative thoughts and innovative actions in order to

create opportunities. Based on that opinion, the community of cangkringan have tried their efforts to open up businesses after the big eruption in 2010. But the creative thinking and innovation of the people have not gained the full support from the government as it should. As well as with the regard to training or control by the tourism office and Sleman Regency Government is also still very minimal. In fact, for social development, strategies from individuals, community, and also the government are needed. These three approaches are proposed by Midgley (2014) who argues that social development should be seen as a progressive development that is accompanied by a harmonization between economic development and social development implemented in various sectors or interdisciplinary.

In other words, social development must be able to change the condition of society from a certain position to a better progressive one (existence of dynamic change in the society) through sustainable economic development with social development and development carried out in various aspects in order for the welfare of the society to be achieved. In this regard, the strategy of approach in social development is also regulated in article 14 paragraph (3) of Law No.1 of 2012 on Master Plan Tourism Development of Special Region of

Yogyakarta which governs and controls the approach of development of tourism area of Yogyakarta Special Region with stakeholders as prescribed:

“Strategies for controlling the implementation of regional tourism development and strategic areas of regional tourism are conducted through enhanced coordination between government, local government, district/city government, businesses and community”.

Concurrently, if one of the approaches above does not run equally and simultaneously, it will open up possibilities of disparity between the community sectors or the government systems. To that end, the government needs to jointly integrate with the community and individual business actors in order to increase individual income or foreign exchange of region/state and to improve the quality of life for the local people's welfare through the tourism sector.

Conclusions

The community entrepreneurship process in Disaster Risk Area III provides an enormous opportunity for the people of Cangkringan Sub-district to develop the economy and social change through the development of tourism by the community, rent of tourism services, culinary business, cultural attraction or selling souvenir which provides opportunities for employment for the local

community in the Disaster Prone Area III of Mount Merapi, especially in Cangkringan. However, on one hand, the people of Cangkringan still faces some obstacles which needs special attention and handling from the Sleman regency government. Instances such as injustice for small entrepreneurs to repair or build permanent building on their owned land which are resulted from the eruption, business competition, and lack of various facilities and assistance from local governments especially the Department of Tourism as a marketer and manager of Merapi Volcano tourism.

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BEHIND A STREET VENDORS STALL

(A case study on how organizations plays role on implementing policies)

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Introduction

On 17 December 2010, the Tunisian street vendor Mohamed Bouazizi burned himself to death in protest of the police's enduring, humiliating treatment of street vendors. He had been his family's main provider since he was ten years old. Selling fruits and vegetables on the streets of Sidi Bouzid, a rural town in central Tunisia, he was assaulted and harassed almost daily by local police officers who confiscated his goods and fined him for not possessing a permit. His self immolation triggered the Tunisian Revolution, which not only led to the fall of then President Zine al-Abidine Ben Ali after a rule of twenty-three years, but also caused further revolts in numerous other Arabic-speaking nations, including Egypt, Libya and Syria. Nonviolent protest movements centrally located in public space also took place in Spanish, Greek, and eventually North American cities (Graaff & Ha, 2015).

The Tunisian accident above shows us that street vendors are often seen as an obstacle by the government. But in the same time, they contributes in various aspect of our social economical life. Street vendors' contributions to urban life go beyond their own self employment. They generate demand for a wide range of services provided by other informal workers, including transport workers, tea sellers, market porters, security guards, recyclers and others. They also generate demand for services provided by formal sector public and private actors, including transportation, and formal shops and suppliers from whom they source their goods. The Supreme Court of India has noted that, from a consumer point of view, street vendors "*considerably add to the comfort and convenience of the general public, by making available ordinary articles of everyday use for a comparatively lesser price*". This is a particularly important role for the urban poor who cannot afford to shop at supermarkets (Roever & Skinner, 2016).

This phenomenon is also occurs in Bandung, capital city of West Java Province. Confiscation, relocation, or demonstrations in the name of street vendors are often. Maybe not as extreme as Tunisian case does, but still, street vendors are the integral part of the social and economical life of Bandung. Through local regulation (Peraturan Daerah) No.4/2011. Local government of Bandung started to re-define and re-manage the street vendors, mainly by the establishment of Satuan Tugas Khusus (Satgasus) which headed by Vice Mayor and consist of many regional work unit related to street vendors.

Not only the establishment of Satgasus, in local regulation No.4/2011 also defining what street vendors is, and defining their classification based on type of products they selling, their trading time, and their place. This local regulation also mentioning the street vendors rights and obligations (street vendors ID ownership, cleanliness policy, etc).

On the implementation level, the street vendors in Bandung are not really knows the points inside the local regulation, but rather, there are organizations that have authority to control the street vendors in various locations in Bandung. Through this organization, the policies are reproduced and articulated to the street vendors, so if something wrong happens, the organizations

stands up as the representation of the street vendors.

This research focuses on how these organizations plays role in managing street vendors.

Methods

The research is in the inductive approach, the method we are using for this research is in qualitative manner by using participant observation and structured in-depth interview as data collection technique. We interviewed 10 organizations. Every single informant is the head of their respective organizations. We also use informant triangulation, which means we check the validity of one informant data by asking it to other informant (Denzin & Lincoln, 2012).

Preliminary Result

The initial result for this research is that some of those 10 organizations are small organization under bigger organization owned, headed, or scouted by high profile person in the government, military or respected local people. They have power in negotiating policies for the street vendors, in return, they have to obey the regulations and sometimes street vendors, -through their “small organizations”- have to pay tributary money. If they disobeying the rules, the consequence is quite harsh, they will not

protected by the organizations and no longer have rights to become street vendor in that place again. The small organizations are usually headed by thugs or ex-thugs that have a authoritative power to control street vendors.

Each of the organizations are knowing each other, at least knowing the person behind it. In order to expand the area of control, if conflict occurs, some of the organization acts as mediators between street vendors and the government. In return, the street vendors must become under that particular organization control.

This research is at data analyzing steps, we have to classificcate the organization first and then describe each one of them, their contributions for the government policies or for the street vendors. But for now, these are our preliminary result.

Conclusions

Our initial conclusions is that not only plays role on implementing government policies to the street vendors, the organizations also have role on negotiating the policies.

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THE DYNAMIC OF INSTITUTIONAL RELATION OF BPD AND VILLAGE HEAD: PROBLEMS OF LOCAL POLITICAL REPRESENTATION

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Introduction

This research is a case study on the dynamics of institutional relations patterns of BPD and Village Heads. In Post-New Order, democratization have opened widely and implemented with a reckless which has been causing the dynamic relationship between BPD and Village Head. Previously, during the New Order a similar institution of BPD was established under the name of the Lembaga Masyarakat Desa (LMD), but in line with the collapse of the New Order regime, the LMD institution became a BPD and its membership has directly been elected by people. Thus, the authority of BPD as a new institution in the village has the potential to generate dualism of power and create a confrontational relationship between BPD and Village Head.

The need to establish a BPD is a form of state penetration of the village regardless of the historical socio-cultural conditions of the village. The concept is still the same as

the state driven development (Zamroni, 2017). As we know, the practice of these concepts and approaches have destroyed the village as a sovereign local entity. The state's behavior toward the village could be traced through several thoughts such as in the work of Mochtar Mas'ood (1994), highlighting the state bureaucracy that enters into the village by giving birth to state corporatist organizations, such as PKK, Karangtaruna and RT/RW. The same is also written by Hans Antlöv (2003) which reflects the role of state domination in village life in his book "Negara dalam Desa". In fact, Yando Zakaria (2000) said the village's helpless situation being diluted by the state. The village was always a locus and the focus of the state to launch development projects, as Sutoro Eko (2011: 2012) often referred to, the village became the project market and only as superintendent staff.

This has led to the politics of representation introduced by the state to the

village not always well received. It tends to create new problems in many villages. The problems between the institutional relations of BPD and the Village Head then gave birth to UU No. 32 of 2004 which aims to cure conflict in the village between BPD and Village Head. Basically, the Act actually cuts the duties and functions of BPD that make village democracy back nuanced with heavy executives. Additionally, after emerging of UU No. 6 of 2014, state efforts change the paradigm of the village and the institutional relations of BPD and Village Head. With full awareness of the Village Law, it emphasizes the presence of a hybrid model, namely a self governing community and local self government (Zamroni, 2017). Through this law, the state has sought to correct its behavior against the village. It makes the village as a community entity granted autonomy to take care of its own household and run its own political system.

After the confrontational relation of BPD and Village Head, the BPD is a village discussions committee whose membership is chosen based on the village people and determined by the village head. This is in accordance with the Village Law which provides affirmation of the institutional position of BPD, parallel to the Village Head according to the principle of separation of powers. The BPD as the village legislature

and the village head is executives, but under the actual conditions of village governance remains dominated by the executive role as central ruler. The institutional issues of BPD and the village head in this paper are traced through an analytical approach to the theory of historical institutionalism.

Methods

The research in this case study uses a qualitative method. Instruments used in collecting data include interviews, literature studies, and documentations. The focus of this research is the institutional transformation of BPD as a form of political representation of village communities and the dynamics of relations between the BPD and the village head.

Result

The results of this study are, *firstly*, the BPD as the local political representation of the village people experienced some institutional transformation that made the relationship between the BPD and the village head matter dynamically. The institutional transformation of BPD have started from the formal village meetings which were not formally instituted and then consecutively become the Deliberation Council of Desapraja, LMD, BPD (Badan Perwakilan Desa), and BPD (Badan Permusyawaratan Desa).

Secondly, the idea of representational politics has been applied by village people since before the colonial era through the deliberation of village communities in the village consultative process which could be said as the local democracy. Village people have adopted a system of "democracy" in their own ways with the principle of trust. According to the institutional history, the village head was the central of political and administrative rulers of the village and this is reinforced by the Village Law which strengthens the position of the village head. This makes the expected control function in the village administration through BPD will be difficult to run effectively, considering that it has institutionally been constructed by the past.

Thirdly, democratization of representative institutions of village people in the Post-New Order period caused the relationship of BPD and the village head to occur confrontatively. This is because the non-institutional aspects of the Village Head during that period were weak, while the village head and BPD were very strong. The difference in platform between the two have caused the competition for struggling the existence of power that was basically equally chosen by the people directly. BPD is able to impeach the village head who makes BPD behave overcapacity. The problem arose when the village was in this condition did not

run effectively and it was in the heavy legislative.

Conclusion

The conclusions drawn from the case studies in this paper are:

1. In the institutional transformation of BPD authors found the main idea of formation of BPD, namely political representation on the village scale;
2. The BPD and the Village Head might would experience a conservative relationship if there is a different platform between the Village Head and the BPD while the institutional aspect between the two is weak.
3. The relationship pattern of BPD and the Village Head in general is effective but the regulations that make an individual able to overpower make BPD tend to act over capacity. This difference in the pattern of relations is due to the contribution of the regime change affecting the reforms to the village administration.

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PATRONAGE LEADERSHIP IN DECENTRALIZED COUNTRIES

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Introduction

It has been a long time ago patronage leadership was existed and related with corruption practice in many affairs. There was no indigenous pattern of patronage leadership and corruption happening in government performance tier. The study of patronage, leadership, corruption, and decentralization usually did in separated framework. The content usually tends to a general understanding, not specific on leadership field.

It interferes with a fair and impartial management of the economy and, as in the Ukraine, increases the risk of financial crises the collapse of the state (Faccion and McConnell, 2006; Hodder, 2015). In Africa, too, post-colonial rulers more often than not bought loyalty by redistributing resources and assets as patronage. This was effective in building power bases initially, but it soon meant that less was available for a wider population, and it eroded the organizations through which those goods and services were supplied. As these channels withered, rulers begin to rely more and more on parceling out

economic opportunities and markets to their loyal supporters through local leaders. These leaders bought up support from those people who might otherwise have participated in reformist movements, and marginalized others with more overt ideological agendas. In this way, local networks were strengthened at the expense of the ruler whose own networks of patronage weakened and eventually collapsed, and formal organizations were replaced with political networks rooted in pervasive and predatory commercial activities. (Reno, 2002; Hodder, 2015)

According to the influential theory of Martin Shefter, patronage politics results from the capture of the state for the purposes of party building by political intermediaries. This will occur where democratization precedes professionalization of the bureaucracy and mass mobilization by political parties. By design, this theory only addresses the issue of patronage in democratic states.(Kenny, 2013).

Identifying type of patronage leadership in decentralized countries is

important because no one country in the whole world is free from patrons-client. At least we can identify which patronage leadership is positive and constructive on government performance and which patronage leadership is negative on government performance.

The most current issues of patronage leadership nowadays is that patronage practice not only occur in politics and governmental practice, but it also happens in civil service and business. So that, patron-client not only happened in strategic leadership level, but also in operational level.

The research gaps that the author can identify was mostly the previous research only perform that patronage only affect negative side, particularly made pseudo stability on political and government system and finally fertilize corruption.

This article aims to contribute a novelty, whether patron-client especially patronage leadership in decentralized countries affect constructive or deconstructive on government performance? Furthermore, whether decentralization strengthening patronage leadership or the opposite ?.

Methods

To examine patronage leadership in decentralized countries, I assembled from various sources. The data collected by

searching from some journals such as Proquest, emerald, and also google scholar for last five years later. I had downloaded and reviewed not less than thirty paper/articles. The methodological principles upon which this study was developed are influenced by systematic reviewing techniques (McFadden, Taylor, Campbell, & McQuilkin, 2012; Taylor, Wylie, Dempster, & Donnelly, 2007) and include seeking transparent and rigorous approaches to identification, quality appraisal and synthesis of studies. At its simplest, systematic reviews are “designed to provide a reliable picture of ‘current best evidence’ relevant to a particular question” (MacDonald, 2003). While great emphasis is placed on the rigor of selection and appraisal methods within such reviews, of equal importance is the methodical quality of data synthesis (Killick & Taylor, 2009). Campbell et al. (2003: 5) describe ‘synthesis’ as “a process of extracting data from individual research studies and interpreting and representing them in a collective form”.(Best, Manktelow, & Taylor, 2014).

Results and Discussion

The purpose here has been to consider a type of patronage leadership leads to corruption in developing countries. The matter here had been answered that patronage leadership consists of several types: politics, governance, civil service, also economy and

business. The tiers happening on many levels, national level and also local government level.

Politics patronage leadership, happening in some developing countries using some path namely political party. This two kind path was very effective in order to strengthen and to sustain the power of leadership. In national level the influence of political party always identical with “one man strong figure” or in Ghana namely “ a big man rule”, even in India, Sri Lanka, Bangladesh, Vietnam, and Indonesia.

Governance patronage leadership perform by representing or positioning the leader in the bureaucracy who has a strong kinship with the ruling party or with the big man rule. This quietly happened in Indonesia

and Ghana, in national level or local government level.

Civil services patronage leadership, in Vietnam according to Acuña-Alfaro (2012, p. 11) nepotism and patronage are pervasive in the civil service, and needed changes include “new elements of performance management based on the abilities of civil servants, a performance culture, competent and meritocratic human resources and transparency in human resource matters”(Gregory, 2016). In other words, patronage leadership not only happening in strategic leadership but also happening in operational leadership which directly facing the public.

Table 1. Type of Patronage in Decentralized Countries

Indonesia	Politics, governance, business, decentralization/local politics, natural resource management
Cambodia	Politics
Sub-Saharan Africa	Natural resource management
Colombia	Politics, democracy, participation, citizenship
India	Politics, financial partnership, western donor and Indian recipient
Sri Lanka	Politics, government
Ghana	Politics, dictator
Zimbabwe	Politics, government, leadership
Tanzania	Politics, political economy, donor-driven governance, and corruption
Congo	Democracy, politics
Bangladesh	Democracy, politics, governance, political economy
Nigeria	Corruption in social administration, economics
Vietnam	Civil service, civil servant
Cameroon	Kinship, ethnicity, and a form of redistribution

Source: some articles

Conclusions

Many countries in developing countries while doing their government performance can not free from a patron-client

practice. Mostly they consider patronage as a common thing in order to sustain their power sustainability. Sometimes it was constructive, but for a longer time, it was destructive.

After exploring some decentralized countries in the world, finally it can define some type of patronage leadership, there is patronage leadership on politics, patronage leadership on governance, patronage leadership on civil services, and patronage leadership on economy and business.

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PUBLIC SERVICE PERFORMANCE AND PUBLIC TRUST IN GOVERNMENT; AN INDONESIA CASE OF STUDY

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Background

The public service provider is any institution, agency, corporation, institution established in accordance with the Government Act for public service activities. public confidence in government also helps in meeting the needs of political accountability and the need for the power of discretion needed to create flexible governance by encouraging citizens to accept governmental authority (Ruscio 1997; Kim 2005). Belief is also much more than that explained that Belief is the basis of all human relations and institutional interactions (Tonkiss, Passe, Misztal 1996). Trust can be seen every time a new policy is announced (Ocampo 2006).

Blind (2007) reveals that public trust is generally divided into two types, namely political trust (political trust) and social trust

(social trust). If the government institutions, public officials, and policies made good by the citizens, then citizens will have high confidence in the government. Nye (1997) indicates two things about public confidence: in practice there is a gap between public expectations and actual government performance, ie conditions in which the government can not achieve performance as per the expectations of society or it may not be the availability of information relating to policies and performance the real government for the community, causing unbelief of the people. In the context of public services in Indonesia, complaints about public services are still widely found. Among the long-time management, unresponsive bureaucratic attitude, throwing the responsibility of the bureaucratic apparatus (Sahuri: 2009).

The data obtained from the agency The Asian Foundation describes the handling of permits including one of the worst in the World. For example the United States only through 4 procedures through which to register its business and registration process that takes 4 days. The country of Thailand there are 7 procedures and takes time and takes 22 days. For Indonesia itself entrepreneurs have to go through 12 kinds of procedures and wa ktu handling an average of 128 - 151 days, very inefficient (Sahury, 2009).

Based on data from The World Bank, net enrollment rates are below 60% in disadvantaged districts compared to those in developed districts that have universal enrollment. Net enrollment rates for secondary education have increased strongly (currently 66% for Junior High Schools and 45% for Senior Secondary Schools) but still low compared to other countries in the region. Indonesia also lags behind its neighbors in Early Childhood Education and Higher Education, with gross enrollment rates of 21% and 11.5% respectively.

Over the last few decades, however, public confidence in government has declined in developed countries. A number of studies have been conducted to identify and examine the factors that contribute to the decline in public confidence in government. For

example, some researchers have argued that the economic situation, the administrative performance of government agencies and programs, ignorance and dishonesty affect public confidence in government; Other researchers also point out that social capital, political scandals, and media interventions can lead to lower levels of trust in government (Nye 1997; Orren 1997; Thomas 1998; Putnam 2000; Mishler & Rose 2001; Vigoda 2002). According to Choi and Kim (2012), the more dominant influence on public trust is the performance of government institutions and community compliance and participation is the impact of public trust on the government.

Research methods

This research uses quantitative approach with Desk Research model using data from Asian Barometer Survey (Wave III) 2 years after Survey. Asian Barometer Survey has surveyed 33 provinces in Indonesia on 9-23 May 2011. Then the survey data is used as primary data from this research. Thus, the study conducted following data from the Asian Barometer Survey (Wave III).

Data collection is derived from data that has been collected by Asian Barometer using questionnaire. The population is 171,068,667 people based on the number of voters in the 2009 election.

The sample in this study was taken using the following formula:

$$\pm Z * \sqrt{\frac{p(1-p)}{n}}$$

With 95% confidence level and $\pm 2.5\%$ margin error then specified number of sample is 1,500 people. The Asian Barometer Survey successfully interviewed 1,226 people or 79% of the total expected sample. This research uses multi stage random sampling in selecting samples. Asian barometer survey uses 5 stages in choosing respondents, namely: 1) Indonesia is divided into 33 Provinces and village list used as primary sampling unit. 2) Selection of the smallest environmental unit. 3) Household Election. 4) Selection of respondents. 5) Substitute.

Primary data in this research is survey data of Asian Barometer Survey (wave III) which data collecting conducted on 9-23 May 2011. While secondary data is study document and other sources related to research theme.

Government performance is the quality of government services in the education, health, security and demographic administration services questioned in the Asian Barometer Survey (Wave III) study. Questions in the Asian Barometer Survey questionnaire are as follows:

- Variable public services

How easy or difficult is to get the following services? Or have you ever tried to get this service from the government?

- Identity documents (such as birth certificates or passports)
- A place in public elementary school for children
- treatment at a nearby clinic
- Help from the police when you need them

Public confidence in the government is derived from questions asked in the Asian Barometer Survey (Wave III) study. Questions in the questionnaire were as follows:

- Variable public trust

For each, please tell me how much trust do you have in it?

- national government
- employees
- the police
- Local Government

Results

3.1 Population of public trust

Based on the above table then Fcount of 13.238 while for Ftable equal to 3,850. So it is found that there is a significant influence between the population to public trust, this is

indicated by Fhitung (13.238) > Ftabel (3.850).

Ministerial Decree of the Department of Justice and Human Rights Number: M.02.IZ.03.10 Year 2006 concerning Implementation of Biometric Based Integrated Photo System In Traveling Letters of the Republic of Indonesia is implemented with the aim of facilitating the passport service which at the same time put forward the security aspect. The Policy on Biometric-Based Passport Service At this Immigration Office works well. This is reinforced by the results of research conducted contained in the table above and shows there is significant influence between the demographic services, one of which is the passport control of public trust.

3.2 Education on Public Trust

Based on the above table then the F arithmetic amounted to 39.909 while for Ftabel then equal to 3.092. So it is found that there is a significant influence between education on public trust, this is indicated by Fhitung (39,909) > Ftabel (3,850).

One of the policies in the field of education which is still ongoing until now is the policy of School Operational Assistance Fund. Dana BOS is set in Law No. 20 of 2003. BOS funds are used to meet student needs and teacher competency improvement.

With the BOS funds is expected no more children who drop out again and can continue education at least 9 years as has been diprogramkan by the government. Based on the above table also shows a significant influence between services in the field of Education to public confidence

3.3 Health on Public Trust

Based on the above table then Fcount of 34.082 while for Ftabel equal to 3,850. So it is found that there is a significant influence between health to public trust, this is indicated by Fhitung (34,082) > Ftabel (3,850).

National Health System (SKN) regulated in Presidential Regulation No. 72 of 2012 as one of the policies made by the government to overcome various problems in opearsionalnya running well. This is corroborated based on the results of the research described in the table above that there is a significant influence between services in the field of health to public confidence

3.4 Security of Trust

Based on the above table then Fcount of 38.737 while for Ftabel equal to 3,850. So it is found that there is a significant influence between security to public trust, this is indicated by Fhitung (38,737) > Ftabel (3,850). Law Number 15 Year 2003 on

Stipulation of Government Regulation on Terrorism Restriction. With the laws governing terrorism it has slowly reduced the case of terrorism in the last period. Based on the above table also explains there is a significant influence between security to public trust.

3.5 Service to Public Trust

Based on the above table then the Fhitung of 60.584 while for Ftabel equal to 3,850. So it is found that there is a significant influence between service to public trust, this is indicated by Fhitung (13.238) > Ftabel (3.850).

Conclusion

The public demand for quality service urges the government to continue to improve itself. trust in government is strongly connected with public support to government, while government has high integrity in public service, then public trust to government will also follow. The level of public confidence in the government will be greatly influenced by the government's ability to be ruled out, to protect the community, to be responsive, to be just and to improve the welfare of the people. The services provided in the education, security, demographics, health sectors so far received good response from the public. Some policies issued by the government are deemed able to overcome

some of the problems that occur. This means that public trust has a good effect on the government's performance in terms of public services.

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ANALYSIS ON HANDLING COMMUNITY CULTURAL VALUES EROSION IN SEMARANG, INDONESIA

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Introduction

The era of globalization is an era of openness and freedom that brings positive and negative impacts for a country. One of which is the state of Indonesia. One of the positive impacts brought by globalization is such as the rapid progress of Science and Technology. Distance is now not a barrier anymore in interaction activity with the development of information and communication technology, this is what triggers the negative impact of globalization itself, such as the entry of foreign cultural values that are not appropriate with cultural values adhered by a country rapidly and even out of control spreads through the information and communication technology, foreign cultural values are brought by developed countries which are actually the main actors of globalization today.

The city of Semarang as one of the cultural cities in Indonesia has a long history

and has grown for 468 years. It also has various cultural potentials and heritages in the form of both objects and non objects that are developed and inherited from generation to generation. Here are some cultural heritages in the form of objects which are famous. We can observe this phenomenon from the number of art groups in Semarang City for the last 3 years (2013-2015) shows an increase from 200 in 2013 to 415 by 2015, as well as the ratio of the number of art groups per 10.000 population of Semarang City from 1.26 in 2013 to 2.60 in 2015. However, if seen from the ratio of the number of art groups to 10,000 population, it is still relatively small. This shows the less responsiveness of Semarang people to the traditional art and culture of Semarang city.

Based on background, the

Research Objectives are :

- 1) To analyze the performance in handling cultural values erosion in Semarang City.
- 2) To describe supporting and inhibiting performance factors in dealing with the cultural values decline of the community in Semarang City.

Methods

This research used descriptive qualitative approach. Interviews, documentation, and literature study with employees of CTO of Semarang city as the informants are some techniques used to obtain research data. Furthermore, to test the data quality and validity, the researchers used triangulation technique with the data source.

Results and critical review

1. Measure Of Performance

These measures are used as a benchmark in assessing the performance. Dwiyanto et al (2002: 48-49) in Nogi (2005: 176-178) presented a complete measure of performance level in a public organization, i.e.: Productivity, Service quality, Responsiveness, Responsibility, and Accountability.

Work Performance of Cultural Sector, are
:

a. Productivity

Productivity of CS in this research is observed from the suitability of activity program run by Culture Sector with certain target and goals, success of activity program held by CS, and effort to increase the success of Activity program conducted by CS. Activity program of CS have averagely been suited with the targets and aims/goals set in RPJMD year 2011-2015. The success of the program implementation has shown good results.

b. Service Quality

The quality of service shows how the performance of an organization in properly serving the community. The form of services provided by the Culture Sector includes the service to the artists / culturalist who are members of art community / art groups such as in Raden Saleh Cultural Park and Sobokarti Art Center. The form of services provided is in the form of giving guidance, facilitating and financing cultural attractions and performances. The obstacles faced by CS include limited human resources and budgetary, coordination and cooperation which do not match the expectations

c. Responsiveness

Responsiveness is the ability of CS to recognize the needs of the community, to set up the agenda and priorities of services, as well as hold the development of public service programs that suit the needs and input of the community.

As stated by Chia (2014) that Communication, both traditional and in new media forms such as social media, was important to social capital development provided that it was diverse, appropriate to community needs and extended its reach to community members to include those who were marginalised. The attitude of CS in responding the needs of society is always open and willing to accept all input and suggestions from the community.

- d. **Responsibility** Responsibility term in this research is used to explain about the the duty implementation of CS as well as conformity of the executed duty implementation with the existing requirement and policy. Based on the research results, it can be revealed that the implementation of CS duty is good enough since it suited with the *tupoksi*, the needs and policies arranged in plan documents such as *RPJMD (Midle therm planning)*,

Renstra (strategic Plan), and *Renja* (work plan)

e. Accountability

Accountability is the responsibility of an organization to its reported performance in the form of documents addressed to public officials and general public. In accordance with the research results, it can be described that the responsibility of CS is quite good, indicated by the making of budget report documents and performance results within a certain period.

2. Supporting and Inhibiting Factors of Organizational Performance

Organizational performance is not only influenced by individual performance or team performance, but is also influenced by wider and more complex factors, such as internal and external environmental factors. (Atmosoeprapto, 2001: 11-19 in Nogi, 2005: 181) suggested these following internal and external factors:

1. External Factor : (Political factor, Economic factor, and Social factor).
2. Internal Factor : (Goals of Organization, Structure of organization, Human resources, Culture of organization).

Human resources as internal factor is also stated by Adamson and Bromiley (2013)

that Community empowerment requires adequate training for development staff and support mechanisms for community participants. Roles of public sector organizations attending community partnerships need to be clearly defined. At an organisational level, incentives, including funding, and sanctions are needed in order to change ways of working.

Community involvement as the external factor is also stated by Henderson (2000) who mentioned that community care practice and strategies need to relate to the Government's social inclusion policies by broadening the agenda and by showing clear commitment to community involvement. Thus, in implementing the agenda of CS of CTO in Semarang city, it is important to involve Semarang community.

Culture or *budaya* in Indonesian is derived from the Sanskrit language, *buddhaya*, and is the plural form of *buddhi* (mind and thought, interpreted as any matters relating to the mind and human thought. In English, culture is derived from the Latin word *Colere*, meaning to cultivate the land or farming. Culture is sometimes translated as "kultur" in the Indonesian language.

Supporting and Inhibiting Factor of Culture Sector Performance

Based on the research results, the followings are supporting and triggering factors of CS performance follows : internal and external factor. Supporting factor from Internal factor likes quality of human resources shown by the educational background of graduates (S1) and post graduates (S2) employees, and completed by English and Javanese experts. Meanwhile inhibiting factors is The number of human resources / employees are limited and the absence of employees having Culture, History, Archaeology, and Architecture educational background. External factor including political dan economical factors are become support and inhibiting factors.

By knowing those previously mentioned supporting and inhibiting factors, these are some alternative ways to enhance community development, the work performance and to decrease cultural value in the community (Gilchrist, 2004). They are : Enabling people to become involved by removing practical barriers; Encouraging individuals to contribute to activities and decision-making; Empowering them by increasing confidence and the ability to influence decisions; Educating people by helping them to reflect, learn from others and discuss; Equalizing situations so people have equal access to opportunities and resources; Evaluating the impact of these interventions,

and Engaging with groups and organisations to increase community involvement.

Conclusion

Research result shows that the work performance of CS of CTO in Semarang City in handling cultural values erosion of society in Semarang city is relatively good, yet it is still not maximal because there is still constraints on dimension of productivity and service quality, i.e. the lack of coordination and cooperation as well as the lack of public participation. The supporting factors are the objectives in Strategic Plan (*Renstra*) of CTO of Semarang city year 2010-2015, excellent organizational structure, adequate human resources quality, discipline and mutual cooperation attitude, policies in *RPJMD* (*middle term planning*), community economic condition and the existence of budget, high community participation during big events, and Criticism and public advice. While the inhibiting factors are limited human resources, central and local government regulations which are so strict about grant funding, lack of authority in national cinema, cultural heritage certification, and preservation of Javanese language, limited budgets, and lack of participation, interest and awareness of the community towards culture preservation.

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REVITALIZATION OF SLUM AREAS IN SEMARANG CITY WITH THEMATIC VILLAGE PROGRAM A Case Study in Bandarharjo Village, Indonesia

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BACKGROUND

Each city in Indonesia has slum area which should be minimized. Goswami and Kanho (2013) stated that the appearance of slums may be seen as a byproduct in the process of urbanization. The people fall in low income group is generally migrants and the local poor. Majority of slum people are living in poor quality housing where the absence of basic services and facilities is

significant (Tanni, 2013). Those who are able to find jobs and enough earning for living will live decently. However, those are unable are forced to live in slum areas. Usually slums areas are characterized with improper and minimum facilities in terms of housing, sanitation and other facilities. In general, slum areas are areas in which more than one housing compound which has in order housing, heavily populated, improper housing condition, lack of facilities as can be seen in the following Scheme 1.



Source: Slum Improvement Action Plan (SIAP) NUSP2 Kota Semarang , 2016

It appears as a social problem including in Semarang. As the capital city of Central Java, Semarang is a regional centre of economic growth, having also both push and pull factors of its hinterland areas (Ridlo, 2007). Therefore, Semarang also has slum areas as a result of its position as center of growth for some areas, therefore attracting people to come. Semarang has 415 hectares of slum area, scattered in 64 villages in 15 sub districts (kecamatan) out of 18 sub districts all over Semarang City (BPS Semarang, 2016). Aiming at parts of solving this problem, Semarang Municipal government responding with the Program of Thematic Village (Kampung Tematik). According to the Mayor, the municipal government is obliged for the people's welfare including in housing needs. They have to have programs of abolishing or revitalizing slum areas in Semarang City. umuh dari data Bappeda

In this program's scheme, each district (kecamatan) has to make three concepts kampung or village. The underlying spirits are: first, creating better environment with better roads and environment, go green spirit. Secondly, since there are various potencies in these areas, the government wants to make these areas as thematic kampung.

The Mayor believes that there are many activities can be done, including boosting potencies such as small scale business, better societal life, and therefore creating ,ore conducive city for development. Therefore the government allocates two hundred million rupiahs for each kampung, realizing this thematic village program since 2016.

The aim of this article is to analyze Thematic Village Program in Semarang City in terms of: (a) Perception over Thematic Village Program; (b) Commitment of Semarang Municipal Government in implementing Thematic Village Program

Method

This is a descriptive qualitative article, using qualitative analyses. Primary data was gathered through interview and observation. Secondary data was gathered through finding published articles. Interview was conducted to Semarang Municipal officers in the Municipal Office of Public Works, and in several villages/kelurahan namely Tanjung Mas, Bandarharjo and Kemijen.

Result

Tanjung Mas, Bandarharjo and Kemijen villages are located in the northern part of Semarang City, consisting of mostly

coastal areas, close to the Tanjung Mas seaport. Therefore most of the inhabitants, especially in Tanjung Mas and Bandarharjo villages are workers in the port and the surrounding industries. Consequently, many of the people are low income communities. Tanjung Mas and Bandarharjo villages are even stated as the highest areas with slum in Semarang.

- (a) Perception over Thematic Village Program was good. The informants in the three villages are happy to implement the Thematic Village Program, hoping that this program will have benefit in improving their village, as part of revitalizing their slum areas. They are also happy with the provided fund, which will boost there are.
- (b) Commitment of Semarang Municipal Government in implementing Thematic Village Program: the informants are committed to implement the program. This is especially true in Kemijen in which its formal and informal leaders are very active in various community activities. However, there is also concern over the use of the fund, which has to be used properly. Kemijen choose Art Village Program,

Conclusion

The government's target is revitalizing the city's slum areas in 2019 with Thematic Village Program. One of their programs is constructing thematic village in each sub district. In 2016 the target is choosing two villages in each of the 16 sub districts having thematic program. The perception over this program is good, also the commitment.

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THE EMPOWERMENT OF COASTAL WOMEN THROUGH CAPACITY IMPROVEMENT OF SEAWEED FARMER GROUPS : OBSTACLES AND THEIR CHALLENGES

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Introduction

Since the end 1980 or early 1990, Government in developed countries have started to realize that public policy cannot be free value or without value, but it must contain value of gender equality and women's empowerment (Abdul Wahab, 1994). Meanwhile, Collier (1988) argued that gender-neutral public policies may be inadequate, and gender-specific policies may be required to more effectively alleviate problems.

The number of women reaching 125.5 million people or 49.75% of the total population of Indonesia is a huge potential to be empowered in development program. The empowerment of women have got serious attention today, since the gap between men and women in almost every aspect of life are still quite wide.

The description of the gap can be obtained using perspective of *Human Development Report* using *Gender-related Development Index (GDI)* and *Gender Empowerment Measure (GEM)* as two ways of gender injustice measurement. Women's participation in national development is predicted to increase from year to year. However, Women in Development Approach (WID) introduced by the United States Agency for International Development (USAID) that women are resource that has not been utilized optimally to contribute to economic development. It means that women and development have been highlighted internationally, including non-governmental organizations (NGOs) in a more comprehensive study.

Women's empowerment is a process of enhancing women's capacity to have competence to manage village resources in

the sense of having the competence to: (1) be involved in determining the need for improvements of the population and village institutions; (2) participate on every stage of activity in the sense of being in decision-making and represented at every stage of the activity, (3) access all aspects of life, (4) control in the sense of self-control and community control (Book of Pedoman Umum Program Pemberdayaan Masyarakat, Bappenas, 2001, Page 12). One of ways to empower women is through group formation (Setyowati, 2015). Women who are members of a group will have a greater bargaining position. Through the group, women will be able to get better assistance and guidance from the government easily.

Women who are on the coast of Sanrobone District have formed several groups of women but in their development have not been able to empower them. It is the main reason of this research, why the existing women's groups have not been optimal compared to other women's groups in Indonesia, what programs of capacity improvement have been gained, and what obstacles are faced so programs of capacity improvement cannot be effective to empower women who are members of coastal women's groups at Sanrobone District, Takalar Regency.

Methods

The object of this research is the groups of women in coastal area of Sanrobone District, Takalar Regency. To get the profile description of women's groups and the obstacles experienced in group development, the researcher did in-depth interviews consisting of leaders and members of the existing women's groups. Besides that, the researcher did in-depth interviews with field extension officers who often guide toward women's groups. To complete the interview data, the researcher also did a direct observation of the condition of the groups, the resulting product, and some equipment used in producing. To strengthen the data analysis, the researcher also used secondary data related to empowerment programs of coastal women obtained from Fisheries and Marine affair, Takalar Regency.

Results

Sanrobone District is one of districts in Takalar Regency that produces seaweed. Along the coastline of Sanrobone District is used by local people to grow seaweed. There are three types of seaweed that are often grown by coastal community such as Euchouma Cottoni, Gracilaria, and Spinossu. The result of seaweed is sold directly in wet conditions, some of them are dried and then sold. Women who are on the coast seeing this seaweed as a business opportunity if it can be processed into various

processing. Based on that fact, fishery counseling officer assists the women to establish groups .

Since 2010, there have been 5 groups of women that have been established, those groups are (1) Assamaturu (2) Julu Atia (3) Sehati, (4) Bunga Pesisir, and (5) Mawar. The number of members for each group around ten people, except Assamaturu Group consisting of 13 members. At the beginning of its establishment was actually only 10 members, but since 2014 the number increased to be 13 members. Average of education level of group members is secondary school.

Some of the findings in this research, among others: *first*, the selection of group business type has been adjusted based on coastal area potential. Most of the coastal community work as seaweed farmers seen as an opportunity for the group members. Raw materials are seaweed obtained by buying from seaweed farmers. Seaweed is processed into various kinds of processed foods such as stick cheese, dodol, syrup, crackers, meatballs, etc. Processed seaweed into cheese stick is a product that is liked by many customers because it tastes delicious and tasty. This product already has its own brand of product based on the name of the group and packed into interesting plastic. Production is still on a small scale and very

limited marketing range, because it is only sold at home of group leader .

Second, training is not evenly distributed for all groups. There is only one of five groups gaining some training. The group is 'Assamaturu. While the other four groups only get one or two training, and there is even one group that has never got any training. Types of training that have been obtained such as training on processing of hygienic and qualified seaweed, product packaging, marketing, etc.

Third, in addition to training assistance, women's groups also received assistance of production equipment. Equipment assistance is obtained from Industry Department, BRI Bank, and universities. Assistance types based on group business. But there is assistance that cannot be used by the group because the cost of production equipment is really high. It is experienced by Mawar Group that proceed seaweed into dodol. Industry Department of Takalar Regency gives electric pan as production equipment. The electric pan cannot be used for production, because the electricity used is very high voltage. Production cost is not comparable with the sale result. Finally, leader of the group sells the electric pan to dodol entrepreneur in Takalar Regency.

Fourth, the groups do not have their own organization. The groups' effort are

conducted at home of the group leaders, so the leaders of the groups are really important. Low capital factor is main cause. The groups do not have any budget to build a production house that can be used together by the group leaders. Assistance of production equipment that has been received on behalf of the groups stored at home of the group leaders, and used personally to produce. Starting from the capital, production, and marketing is done by the leader groups personally.

Fifth, marketing has not been clear yet. The marketing of seaweed processed products has limited consumer and marketing. The marketing of processed products is still done at home of the group leaders so that the customers are still limited to neighbors and relatives.

Sixth, business management is still weak. It also becomes an obstacle. It is seen from the ability of group leaders to move the members. It is seen that only group leaders are active in managing the business, started from planning of raw material purchasing, processing seaweed, packing, until product marketing. Synergy between group members is still low.

Conclusions

Generally, the potential of processed seaweed can be an alternative business for coastal women groups. In terms of skill, the women have been able to make the processed

products that are liked by many customers. Because of the capital limitations so this business cannot develop optimally. The productions are still small scale and based on the customer orders. Increasing of institutional capacity of women groups in coastal area of Mappakasunggu district is not done optimally. Women groups can actually improve if they can synergize together so it can strengthen their bargaining position in development programs. In this district, there are two types of women's groups, namely territorial and sectoral groups. Territorial groups such as PKK Desa, PKK Dusun, Dasawisma. While the sectoral groups are women's groups of processing seaweed, health cadre group, savings and loan group. But unfortunately, those groups have not been able to synergize one another so based institution, they are not strong yet.

The attendance of these groups can actually be used as an advocacy strategy to fight for women's interests. If the groups with a particular interest have large agenda that can be carried together, such as establishing a women-based village-level economic movement then this will raise the degree of coastal women. In addition, women who have established groups can express their interests at meetings of village level during preparation of activity plans to be funded through village fund program.

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THE EFFECTIVENESS OF THE SOCIALIZATION STRATEGY OF TAXATION REGULATION IN ESTABLISHING TAXPAYER'S OBJECTIVES ON TAX RIGHTS AND OBLIGATIONS

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Introduction

Tax sector, contributing about 70% of APBN revenues. Unfortunately, Indonesia's tax ratio is very low compared to other ASEAN countries. This condition becomes a big public relations for the government, which raises public awareness in fulfilling the rights and obligations of taxation. This condition must be assessed whether the lack of socialization from the fiscal party (the government) as a policy maker, or whether the socialization that is rolled out is not effective or appropriate. The government is obliged to socialize to the taxpayer the contents of the tax law along with all complementary rules, so that taxpayers can exercise their taxation rights and obligations.

Fiscus as the party responsible for this problem, must know the cause of the low public awareness in meeting tax obligations. Is it because of the lack of socialization from

the tax authorities, or whether the socialization that is rolled out is less effective or improper, so citizen not understand the application process of the tax obligation itself.

In accordance with the Self Assessment System tax collection system, whereby the government (Fiscus) authorizes taxpayers to calculate, deposit and self-report the amount of tax payable, this shows the attitude of the tax authorities who actually hand over the whole process of taxation directly to the Mandatory Tax or give full trust to the Taxpayer.

This system gives consequences of responsibility to both parties, both taxpayers, and government (Fiscus). The government as the creator of the Tax Law has an obligation to socialize and provide understanding to the taxpayer the contents of the tax law along with all complementary rules, so that taxpayers can exercise their taxation rights

and obligations. Taxpayers have an obligation to study, understand and implement all tax rules Apply in order to properly implement the taxation mechanism.

For the purpose of government in optimizing the tax revenue can be achieved, for it needs an effective socialization between the government (fiscus) and taxpayers by setting the right strategy.

Therefore, the purpose of this research is to analyze and to know the effectiveness of socialization of Tax Invitation Law and Regulation which has been implemented by the Tax Office (KANWIL and KPP), to analyze and know the effectiveness of communication strategy which has been done by AR in giving understanding to the taxpayer, and To analyze and know the effectiveness of the socialization of the tax law on the understanding of Taxpayers in implementing taxation rights and obligations.

Methods

The method that writer use in this research is analytical descriptive method, that is a method in researching status of a group of human being, an object, a condition, a system, and one class of events at present. The purpose of descriptive research is to make description, picture, Systematic, factual

and accurate facts, traits, and relationships among the various phenomena under investigation. The author tries to analyze the data obtained from the results of research and compare it with existing theories, to then be analyzed its application in practice.

In accordance with the research topic that has been determined "Effectiveness of Socialization Strategy of Taxation Regulation against Understanding Taxpayer in implementing taxation rights and obligations," then there are two variables that will be analyzed relationship, namely:

1. Independent variable (independent variable)

2. Dependent variable (dependent variable)

The indicator serves as a clue as to whether the variable is working or not. If the indicator is well executed, then it is concluded that the variable is effective, but if the indicator is not executed properly, then the purpose of the variable is not reached. The variables and indicators and measurement scale used are summarized in the following table:

Table 1
Operationalization of Variables

Variabel	Sub Variable	Indicator	Idicator Scale	Instrument
Independent Variable: The Effectiveness of Socialization Strategy (X)	X1 : Mass Media X2 : Media Face to Front	Media Face to Front 1. Print Media 2. Electronic Media 3. Media On Line Communication Account 1.Representative 2. In House Training	Ordinal	Questioner
Variabel Dependent Variable: Understanding of Taxpayers (Y)	Taxpayer Knowledge	1. Knowledge 2. Awareness 3. Ability	Ordinal	Questioner

1. Field Research

By directly reviewing the relevant agencies to obtain the primary data:

a. Interview

That is held a question and answer with the authorities in the field related to the problems studied so that researchers get a clear picture of the state of the company or agency under study.

b. Questionnaire

Namely data collection techniques by asking a series of questions written about matters relating to the problems studied to the respondent.

2. Library Research

This technique is intended to obtain literature data by studying, reviewing and reviewing the literature related to the

problems studied in the form of books, journals, and papers related to research.

References obtained through articles contained in magazines,

newspapers, or obtained electronically through internet research. The usefulness of library research is to obtain theoretical basics that can be used as the theoretical foundation in analyzing the problems studied, as well as supporting data that serves as the theoretical basis to support the primary data.

The data analysis in this research will be done by using multiple regression analysis, correlation and coefficient of determination. However, since regression analysis requires that data have a scale of interval measurements, the ordinal results of the answer scores are converted to interval

data through the method of successive interval.

Results

1. Communication strategy is done is good enough, it is seen from some activities carried out by representative accounts in providing services to taxpayers, including: Good Attitude, have adequate knowledge (competent), Optimal in providing services, as well as commitment to time.
2. The mass media has a positive and significant influence in disseminating tax regulations on the understanding of taxpayers, it can be seen from the comparison between the t count and t table which shows the tcount value of 2.325, while the t table of 1.998 or (t count> t table is $2.325 > 1.998$)
3. Media face to face has a positive and significant influence in disseminating tax regulations on the understanding of taxpayers, it can be seen from the comparison between t count and t table which shows the value of tcount of 5.840, while t table of 1.998 or (t table> t table, that is $5.840 > 1,998$)
4. Effectiveness Strategy Socialization of tax laws simultaneously affect the understanding of taxpayers in implementing tax rights and obligations, This can be seen from the

value of F count and F table which shows the value of F count equal to $47.876 > 3.15$.

Conclusions

From the results of the research note that the strategy of socialization of tax regulations in building understanding of taxpayers on taxation rights and obligations has been going well because it was done in accordance with the indicators in this study. This can be seen from some activities carried out by representative accounts in providing services to taxpayers already have a good Attitude, have adequate knowledge, good in providing services, and commitment with their time work.

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EFFECTIVENESS IMPLEMENTATION OF MANAGEMENT INFORMATION SYSTEM: A CASE STUDY IN BADUNG, INDONESIA

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Introduction

Public service as one of the main functions of the government is as an effort to fulfill the needs of the community for the procurement of services that the community needs. Public service which is widely known with the bureaucratic nature and many complaints from the public of its customers, among others, due to still not paying attention to the interests of the community users. To further encourage the commitment of the government apparatus towards the improvement of the quality of service, so has been issued also Presidential Instruction No. 1 of 1995 on the Improvement and Improvement of the Quality of Government Apparatus Services to the Community. In the latest development has been issued also Decree No. 63 / KEP / M.PAN / 7/2003 on

General Guidelines for the Implementation of Public Services. In order to realize Local Tax System based on Information Technology in Badung Regency Government especially at Local Revenue Service / Pasedahan Agung built an Information Technology Technology (IT) System of Local Taxation which is called Regional Revenue Management Information System (SIMAPATDA). In the research of Effectiveness of Policy Implementation of Revenue Management Information System at District Revenue Service (Dispenda) of Badung Regency, limited and focused implementation variables are on communication factor, resources, attitudes and target realization of regional income. In connection with the things that have been described above, the title of research on the Effectiveness of Policy Implementation of

Regional Revenue Management Information System in the District Revenue Office of Badung Regency ". Thus the problems in this study can be formulated as follows: "How Effectiveness of the implementation of Regional Revenue Management Information System Policy in the Office of Revenue District Badung".

According to Hidayat, (1986: 33) "Effectiveness is a measure that states how far the target (quantity, quality and time) has been achieved". According to Subagyo (2000: 26), "if the realization of the program 1 percent - 50 percent of the target including low effectiveness, whereas if the realization between 51 percent - 100 percent of the target including high effectiveness. From these terms it can be said that effectiveness is a profile or form of effect that shows a measure that states how far the target (quantity, quality and time) of effectiveness at each target it has. If the realization of 1% - 50% of the target including low effectiveness, whereas if the realization between 51% - 100% of the target.

According to James P. Lester and Joseph Steewart, (2000: 104) "Policy implementation is seen in the broadest sense as a legal administration tool where various actors, organizations, procedures, and techniques work together to implement policies to achieve impacts or objectives desired ". Implementation on the other hand

is a complex phenomenon that may be understood as a process, output (output) and as a result.

According to McLeod (2007: 11), "Management information system is a computer-based system that provides information for multiple users with similar needs". From some of the above understanding put forward SIM is a data processing system in an organization that serves to handle the process of collecting, processing, and storing data that provides accurate and timely information for users of information as a support decision-making (managerial process). Regional revenues are all receipts of money through regional public treasury accounts that add equity of current funds which are the right of local government within 1 (one) budget year which is not required to be repaid by the region (Law No. 33 of 2004) where the sources of regional income are derived from PAD, Balancing Fund and Other valid receipts. The operational definition used in this research is communication, attitude, and resources.

Methods

The research method used in this study used descriptive research where the analysis used in this study using quantitative and qualitative data analysis. The population in Badung District Income Office amounted to 207 staff / employees with the

determination of samples by taking 25% of the population where the sample used amounted to 52 people where the technique of determining the sample used is Proportional Random Sampling. The techniques of data collection using observation techniques, questionnaires, interviews and documentation. In data analysis techniques use the stages of scoring and determine the boundaries of interpretation answers.

Result

The results of research and discussion in this study obtained that the overall response results based on parameters / communication indicators obtained score 1617 including high category. Meanwhile, based on interviews with Secretary of Revenue Office of Badung Regency. According to an interview with the Regional Secretary of the AAA Gede Agung Arimayun Revenue Service, STP., M. Par (dated January 12, 2015) related to superior communication with superiors, subordinate supervisors and communications between officers of officers of SIMAPATDA officers while interviewed, in Badung District Revenue Office, he said that the communications of superiors with subordinates, subordinate boss and communication between employees running well and the staff of the Regional Revenue

Office of Badung Regency already know the validity of SIMAPATDA. Based on parameter / indicator of resources obtained score 1298 including high category. And can be supported based on the results of interviews with Sekretarsi Dinas Pendapatan Daerah Kabupaten Badung. According to interviews with Secretary of Badung District Revenue Office AA Gede Agung Arimayun, STP., M. Par (dated January 12, 2015) regarding resources to support the effectiveness of the implementation of the SIMAPATDA policy said that in carrying out activities / efforts to support the effectiveness of Implementation of SIMAPATDA in Dinas Pendapatan Kabupaten Badung is quite adequate. Has provided complete and adequate tools such as transportation facilities, computerization and the ability of employees in performing their duties in accordance with their fields. Based on parameter / attitude indicator obtained 1079 value including high category. And can be supported based on the results of interviews with the Secretary of Revenue Office of Badung regency. According to interviews with the Secretary of Badung District Revenue Office AA Gede Agung Arimayun, STP., M. Par (dated January 12, 2015) regarding employee attitudes to support the effectiveness of the implementation of the policy SIMAPATDA said that the attitude of employees in the Office of Revenue Badung

very supportive with SIMAPATDA policy so expected accuracy of data can be guaranteed, employees can be more compliant / discipline in work and improvement of employee skills. So it can be said that the attitude of employees to support the effectiveness of SIMAPATDA policy implementation in Badung Regency Revenue Service is good, it can be seen from the score and the average included in the high category and supported by interviews delivered. that the attitude of employees in Badung District Revenue Service is very supportive with SIMAPATDA policy, expected accuracy of data can be guaranteed, employees can be more compliant / discipline in work and employee skill improvement. Overall effectiveness of SIMAPATDA policy implementation in Badung Revenue Service is measured through communication, resources, and attitude with 18 parameters above, all of them are high. Total score 3994 is 3433 - 4680 high. In the analysis of the central tendency, the mean score is on score 77.23 which is included in the pre-eminent category found in the interval classes 76 - 81. The mode obtaining a score of 75.1 indicates that the largest frequency concentration is found in the interval class 70 - 75. So it can be said that most respondents chose the answer very well. Median scored 76.4 which showed very good category. This shows the

midpoint values that divide all the numbers (data) at the 76 - 81 class intervals.

In the effectiveness analysis seen from the achievement of targets and realization shows that in fiscal year 2009 the target is set at Rp.1.309.318.366.307 while the realization of Rp.1.350.659.167.377 or 103.16% exceeds the target set. Target fiscal year 2010 is set at Rp.1.217.867.305,390 while the realization is Rp. 1,425,603,710,748 or 117.06% exceeds the specified target.

Conclusions

The conclusion that can be drawn in this research is Communication at Regional Revenue Office of Badung regency has been running well. This can be seen through the scores and averages included in the high category, and through the results of interviews on communications indicator said that communication between superiors with subordinates, subordinates with superiors, and communication between employees is running well and the employees in the Office of Revenue Regencies of Badung Regency already know the validity of SIMAPATDA. The resources to support the effectiveness of SIMAPATDA policy implementation in Badung District Revenue Service have been good, this can be seen through the score and the average that included in high category and supported by interview result where it is said that there are available complete and

sufficient tools such as means of transportation, computerization and the ability of employees in carrying out their duties are in accordance with their fields. Attitudes of employees to support the effectiveness of SIMAPATDA policy implementation in Badung District Revenue Service has been good, this can be seen through the score and the average that included in the high category and supported by the results of interviews that the attitude of employees in the Office of Revenue District Badung very supportive with the policy of SIMAPATDA hence expected accuracy of data can be guaranteed, employee can more obedient / discipline in work and skill improvement of employee. Calculation of the central tendency with the mode score where the largest frequency is at a score of 75.1 which is included in the category is very good. Median which is the midpoint obtained 76.4 score found in interval classes 76 - 81. For the average obtained a score of 77.23 which is included in the category very well. From the calculation of the central tendency of the results of the questionnaire scores of respondents, it can be said that the effectiveness of SIMAPATDA Policy Implementation has been very good. Increased Target and Realization of Regional Income Fiscal Year 2009 to 2013.

Based on the results of the analysis that has been done, it can be submitted

suggestions as follows: The effectiveness of SIMAPATDA policy implementation in Badung District Revenue Service has been very good, therefore must be maintained and enhanced by giving training to employees to improve employee performance. The need for a growing regulation in order to improve the effectiveness of SIMAPATDA policy implementation in Badung District Revenue Service Office.

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A MODEL of VILLAGE GOVERNMENT SYSTEM BASED ON SYSTEMS THINKING

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Introduction

The percentage of poor people in urban areas in September 2015 was 8.22 percent, while the poor people in rural areas increased from 14.09 percent in September 2015 to 14.11 percent in March 2016 (BPS, 2016). This data can be interpreted by various interpretation, one of them is ineffectiveness of village government administration, or poverty because unsustainable development. Therefore it is very important to do research on the various elements that influence and how the interaction between these elements. Considering most of Indonesian live in rural and problems are complex. Systems thinking offer a new way thinking based on the primacy of the whole and relationships (Maani and cavana, 2000: 2). In the systems thinking perspective, all the components that make up the complexity should be taken into account nor interaction. Thus it takes an understanding

of the complexity of the components that interrelationship and processes of village government system.

Methods

This study using the method of dynamic systems with grounded in a five-stage approach of coyle (1996). the first stage begins by acknowledging the existence of the problem and find out why people care about it. the next few stages in the method of dynamic systems are: understanding the problem through a system description, qualitative analysis, simulation models, and the latter is the dam testing policy design using power sim software

Results/preliminary result/critical review

The preliminary result indicates that the problems of village government ineffectiveness are made up by many elements as shown in the following figure:

Figure No 1. Causal loop diagram of complexity of village government system.

Based on preliminary research the model of village government system consists of 4 sub-systems, there are; performance of village government ; public service; community empowerment , community satisfaction, and self reliance sub system.

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PREDICTING FUTURE PERFORMANCE THROUGH SELECTION METHODS

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Introduction

One of the demands of bureaucratic reform in Indonesia is the improvement of the professionalism of state civil apparatus (ASN). Ever since, the government started to feel some concern about the implementation of the principle of merit system in the management of employees in order to guarantee state civil apparatus' professionalism. In fact, Law on State Civil Apparatus of 2014 explicitly explains the implementation of merit system in each stage of civil service.

However, the implementation of merit system is obstructed by some problems, among other things, job assessment which has not yet been conducted objectively; low work culture and work ethic, and inconsistent imposition of disciplinary regulations (Fachrurezha, 2012). One of the reasons that these phenomena occur to civil servants is informal social relationship between an employee and another employee,

particularly the closeness to other employees who have a high position, which may influence the policy on the placement of an employee in a particular job position. The result of studies conducted by Erman (2007) and Agusyanto (2007) has stated various forms of social relationship which influence the position of a civil servant, among other things, political relationship between local leaders and their followers, colleagues from the same university, kinship, and friendship. These forms of relationship have made employees' career become uncertain.

In order to obtain professional human resources, the government has implemented competence assessment methods which are conducted during the recruitment process of new employees and determination of structural officials of Echelons I-IV. Regulation of Head of the National Civil Service Agency (BKN) Number 23 Year 2011 on Guideline on Competence

Assessment of Civil Servants has stipulated a number of methods for measuring competence, such as psychological test, competence interviews, competence questionnaires, and assessment centers. This paper would identify advantages and disadvantages of the selection method in predicting the future performance of state civil apparatus.

Methods

This research used the approach of literature review in order to highlight the appropriate method in predicting the future performance of state civil apparatus.

Preliminary Result

Selection is the process of deciding which applicant best meets the needs of the organization. Some definitions of selection according to some experts are as follows: selection is the process of choosing from a group of applicants the individual best suited for a particular position (Mondy, 2011); process of collecting and evaluating information about an individual in order to extend an offer of employment (Gatewood and Feild, 2001); some specific steps taken to determine which applicants will be admitted and which applicants will be eliminated (Siagian, 2014); specifically to the process of selecting from among all qualified applicants the person who will most likely best meet the

needs of the organization for a specific position (Larson and Hewitt, 2012).

It can be said that selection process is a determining preliminary stage for the organization to obtain professional employee candidates who will hold particular positions. Selection is conducted not only for hiring new employees, but also for determining employees qualified to get job promotion.

The first stage of selection is to determine the expected competence criteria by considering the aspects of knowledge, skills, and abilities (KSA's). "... knowledge as those information that allows an individual to perform functions that are based on theories, facts, and principles; skills address the demonstrated abilities or proficiencies, which are developed and learned from past work and life experience" (Klinger and Nalbandian, 2010:185)

After the competence has been compiled, the next stage is to determine the selection method. Some selection methods are usually used for determining the right man; structured interviews, cognitive ability test, biographical data, personality and integrity test, work sample test or assessment centers, unstructured interview, the "big five" personality traits (Larson and Hewitt, 2012).

Based on the opinion of some experts and the available studies on regulations, currently the contextual factor is much taken into consideration in recruitment. Selection and

recruitment are not only emphasized on knowledge and skill or tangible ability but also on one's characters, behaviors, and habits called non-task-related factors which affect productivity and the achievement of the organizational goals (Klingner and Nalbandian, 2010; Guinon in Klingner, 2010).

Determination of an appropriate selection method is usually conducted based on some considerations, such as validity, reliability,

and the cost spent. Meanwhile, measures which are able to more accurately predict the future performance of employees are based on validity of the selection method. Comparison of the validity of selecting methods proposed by some experts is as follows:

Table 1 Comparison of the Validity of Selection Methods

Method	Validity		
	Score		Criteria
	1	2	3
Structured interviews	.51	.48 to .67	High
Cognitive ability test/job knowledge test	.48	.44 to .47	High overall
		.60	High for very complex jobs
		.24	Low for the least complex jobs
Biographical data	.35	.36	Medium
Personality and integrity test	.41	.31 to .37	Medium
Work sample test	.54	.24 to .43	Low to Medium
Assessment centers	.37	.24 to .43	Low to Medium
Unstructured interview	.38	.23 to .37	Low to medium
GMA test	.51		
Conscientiousness test/ the "big five" personality traits	.31	.00 to .15	Low
Job tryout procedure	.44		
Peer ratings	.48		
Training and Experience behavioral consistency method	.45		
Reference test	.26		
Job experience (years)	.18		

¹(Hermelin& Robertson in Larson and Hewitt 2012)

²Schmidt&Hunter (1998)

³Schmidt&Hunter (1998)

Training and Experience point method	.11		
Years of education	.10		
Interest	.10		
Graphology	.02		
Age	.01		

Referring to the research result proposed by Hermelin & Robertson and Schmidt & Hunter, there are differences in the result of validity of each selection method. There is a change in the validity of selection methods in a period of 4 years based on the result of both researches. Schmidt & Hunter (1998) stated that the method with the highest validity score is structured interview. Meanwhile, according to Hermelin & Robertson (2001) structured interview is the method with the second highest validity score. The method with the highest score is the work sample because it is able to examine an applicant's skill on a work-related task through direct assessment; hence the performance shown may approach the actual performance.

There is no simple rule of thumb for which or how many test use. Although some methods have greater validity, several are necessary at a minimum to provide the degree of assurance appropriate for such an important decision. Interviewing and reference checks are major responsibilities for the hiring manager and involve discretion. Although this discretion is important, unstructured interviews and haphazard reference checks frequently result in low validity, wasted resources, frustrated

candidates, and illegal practices (MSPB in Berman et al, 2010).

Conclusions

The selection method with the highest validity is able to predict the future performance of employees. An appropriate choice of methods will help the organization to find the right man. Some methods which are able to predict the future performance with a high level of validity are structure interviews, cognitive ability test/job knowledge test, and work sample test.

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**SOCIAL NETWORK HARMONIZATION
AS A CONTRIBUTING AND INHIBITING FACTOR OF PUBLIC SERVICE IN
DISTRICT OF BOALEMO, GORONTALO PROVINCE**

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Background

The change of paradigm in government implementation has made local government as the front liner in the implementation of government tasks, especially in public service delivery. Boalemo district is one of the regions with most diverse ethnic compositions, and with its plural community that reflected the diversity of its people's culture and languages. Other than native Gorontalo people, in this area also reside Javanese, Buginese, Balinese, Bajajunese, Minahasanese, Sangihenese, Chinese, and Arabic descendants. In addition, there are also social groups that are formed in this district. Currently, there are 33 social groups recorded to exist in this area. These various social groups clearly have their own visions as the aspirations of these groups' members.

In achieving its vision, the Boalemo BERTASBIH (Beriman, Taqwa,

Sehat, Bersih, Indah dan Harmonis/believing in one good, pious, healthy, clean, beautiful, and harmonious), the Bupati (head of the district) has provided a space for civil society, where individuals and community groups can interact within the spirit of tolerance. The government of Boalemo allowed different groups of community to exist either based on kinship, faith, interest, professional relationship, nongovernment organization, etc

The result of the initial year study revealed that interactions among these social groups and factors that support and inhibit the establishment of positive social groups interactions in Boalemo. Based on this initial year's findings, the second-year research focused on formulating social networks harmonization in Boalemo to support the implementation of public service in the district of Boalemo. Soekanto (2002) described that there are several requirements for a social group that can be described as follow, namely 1) each group member has to

be aware that he or she is part of that group, 2) there are reciprocal relationship among members, 3) there is a co-owned factor, hence it strengthen the relationship, 4) it has structure, norms and has behavior pattern, 5) it has system and process. For Boalemo regency, the challenge is how to harmonized the social networks of these social groups to contribute to the improvement of public service in this regency. In this study social network is considered as one of the important things that contribute to the public service delivery in the region. This is because the government will only be able to deliver a good governance when it is supported by conducive society. Public service is defined as forms of service delivery which in principle is the responsibility of the central, local, government owned enterprises, provided for the public as stipulated by the Constitution.

Methods

This study uses a qualitative approach to comprehensively study the harmonization of social networks as supporting and inhibiting factors of the public service delivery in Boalemo regency, Gorontalo. The procedure of this study is started from data collection, data reduction, data display, and conclusion drawing as suggested by Faisal (2005). In addition, there are also focus group

discussion held with key stakeholders in each stage of the study to sharpen its findings. This study is expected to positively contribute to the harmonization of various social networks in Boalemo regency as one of the efforts to improve public service delivery.

Results

- a. Creating social networks harmonization based on the supporting factors and the inhibiting factors

This study reveals that there are three supporting factors to the harmonization of social networks in Boalemo Regency namely: Kinship. The study reveals that interaction among different members of social networks or organizations which clearly have different objectives happens in family events such as, family meetings, family party, funeral events, etc. Kinship still plays a dominant role in harmonizing these different groups. Kinship bond is still considered something sacred that should be upheld above the organization bond. Thus, members of different social organizations may gather in family events where they put aside their differences and come together as a family. This study recommends that there should be events created to maintain and strengthen this kinship bond.

The second supporting factor to the social network harmonization is government attention for aspirations put forward by various social groups, regardless to whether those aspirations/demands can be fulfilled or not. In addition, the government also put these aspirations into a priority scale and considering the equality aspect in each area of these social groups. This study finds that government agencies should take more active role in hearing and paying attention to the recommendation or aspirations voiced by these social groups. The concept that would like to be built here is the togetherness between various social groups and government of Boalemo as one entity that works together to develop their region. The active role that could be taken by different government agencies in Boalemo, i.e, each government agency takes one village or sub-district as their target area. Thus, the different groups of community in this area will feel that they are noticed by the government. This, in turn, will push, establish, and maintain social harmony in the region.

The final supporting factor is the social groups' coaching. This supporting factor is routinely implemented by the Government of Boalemo through its KESBANGPOL (department of homeland unity and politics) agency. This agency has been routinely held meetings with social organizations in this

area. In addition, the meetings also held with each social groups to discuss development issues in Boalemo. Through this third supporting factor, where communication and meetings are held regularly between various social groups, horizontal conflicts that may arise among social groups can be minimized.

On the other hand, this study also reveals that aside from the horizontal conflict mentioned above, another inhibiting factor is the sectoral ego. Sectoral ego here is the strong pressure from each social group for their aspiration/voice/demands to be heard and fulfilled by the government. This sectoral ego can be curbed through, 1) learning the root of the ego, 2) provide understanding to the groups who have different interests to co-involve in development programs that are transparently managed, hence, made them aware of the resources constraints that made the government of Boalemo has to make priority scale in development, and 3) conduct regular meetings with various social groups to discuss development issues and finding alternatives for the currently faced problems. Through these three things, it is expected that sectoral ego can be minimized and it can instead be used to support the harmonization of social groups in this area.

b. Social networks harmonization model

This initial and second year study have resulted in the creation of social networks harmonization model which involves government, social groups, and other relevant organizations. The model of social networks harmonization can be described by the following figure:

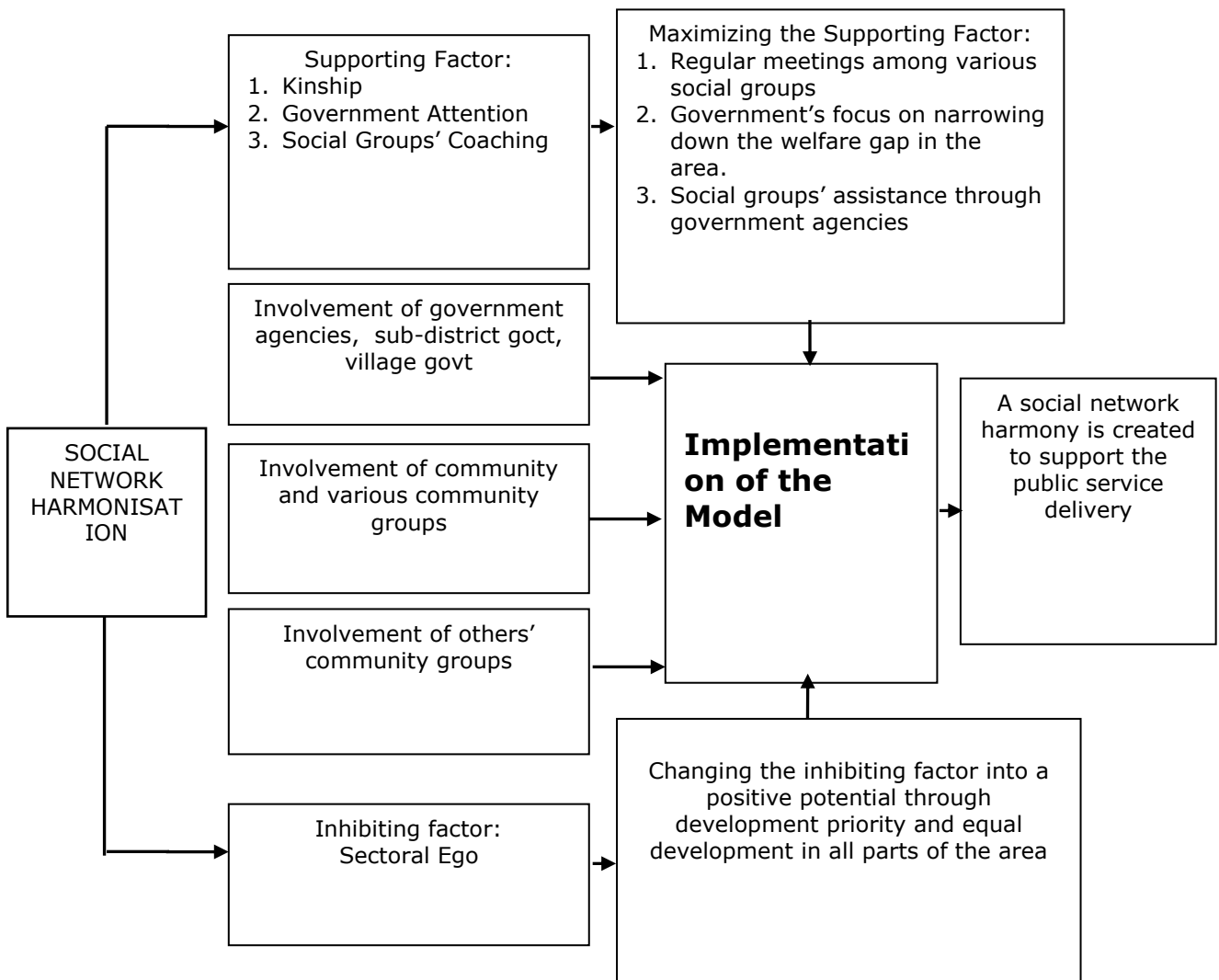


Figure 1. Social Network Harmonization model as Determining Factor in Public Service Delivery

Conclusion

Harmonization of various local groups in Boalemo regency is needed to support the

public service delivery in this region. This study concluded that kinship, government attention, and social groups' coaching/assistance are the supporting factors

for the social networks harmonization in Boalemo Regency whereas, the sectoral ego is the inhibiting factor. In order to harmonize the social networks in this area, maximizing these supporting factors through regular meeting among various social groups, government's focus on minimizing the welfare gap in the area, and government agencies active involvement in assisting the social groups as shown in the model above is needed. In addition, curbing the sectoral ego as an inhibiting factor and turning it into a positive potential through educating the community groups and involving them in a transparent development process to create their understanding of the limited resources that the government have will also help accelerate the social groups' harmonization to support the public service delivery in the region.

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THE ROLE OF LEADERSHIP IN THE IMPLEMENTATION OF ADMINISTRATIVE REFORM AT THE INDONESIAN NASIONAL INSTITUTE OF PUBLIC ADMINISTRATION

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Introduction

The success of the existing administrative reform depends on the effectiveness of development or transformation in public organizations. However, there are not many literature, discourses and empirical studies regarding this concern that can explain how to achieve successful development and transformation in public organizations. Literature as well as empirical studies on the topic become increasingly required, considering most of the initiatives of administrative reform in many cases did not generate substantive changes; in other words, they failed to produce satisfactory results. Some of them even got rejection on the implementation stage, or allowing distortions in the implementation of the reform programs.

The failure in administrative reforms according to Beer, Eisenstat and Spector (1990:159) is because most programs refer to theories which are fundamentally flawed. The

most current literature related to the successful development or transformation of public organizations is proposed by Kotter (1996), Fernandez and Rainey (2006) and Rainey (2009) as well as Kee, Newcomer and Davis (2007). However, the literature are often perceived to possess a number of limitations in the explanation when used as a guideline in implementing reform initiatives for all contexts.

Fernandez and Rainey (2006) point out that the successful transformation of public organizations rely on the support and commitment of the Civil Servant (PNS) at the top level. This means that the career leaders (the civil servants) should strongly support and lead the reform processes. This theoretical concept could give rise to a conflict of interest if the purpose is to streamline the organizational structure. Streamlining the organizational structures may cause a potential loss of position and will have a major impact to the officials. Loss of position and the following impact thereof is a

logical reason for resistance to reform. When the reform requires streamlining the organizational structure, and the role of the reform architect is on the highest rank that want to retain their position, then the support and commitment to the implementation of such reform will be difficult to attain.

A study by Kee et al (2007) only offers limited explanation, that the role of architect and advocate of the transformation of the public organizations should be run by the top level career leaders (civil servants). The function of architect puts the career leaders as owners the transformation in public organizations, while the function of advocate position the career leaders as policy makers who decide priority changes in scope of work. This requires the reform Coalition for a successful transformation of public organizations that composes of officials of all hierarchical positions within an organization, from the top leaders to the supervisor level. This theoretical explanation seems problematic because every public organization accommodates many interests. It would be difficult to develop a coalition where one member brings his own interest and feels threatened because his interest is affected by the changes.

To cope with the theoretical limitations, the implementation of reform in the National Institute of Public

Administration (NIPA), deserves a large attention. Since the government runs the bureaucracy within its operation, NIPA has been doing several fundamental changes on many significant things. Such changes include streamlining the organizational structure, initiating the open recruitment system, eroding the long-standing tradition of bureaucratic culture and building new ones, and updating the existing training system. Interestingly, the fundamental changes in the NIPA is successfully done in a time span of less than three years.

The reform in NIPA is actually appropriate to be studied more in depth to as it shows experiences that cause development or transformation of a public organization, especially when the reform gets a strong resistance or potentially give birth to resistance. The study will focus on digging information about the role leadership in the successful implementation of the administrative reform in the public organization.

Methods

This research was a case study on the National Institute of Public Administration (NIPA) of the Republic of Indonesia that was based on the Post-Positivist paradigm. The design of the case study was selected to develop the theory in accordance with the

main objectives of this research (Yin, 2009). The data collection technique used was in-depth interview to a number of informants. Determination of the informants was by using a purposive technique. The key informants in this study were the NIPA officials in the period of 2012-2014, namely Agus Dwiyanto as the Head of NIPA, Desi Fernanda, Endang Wirjatmi, Mahdum Priyatno and Sri Hadiati as the Deputy Officials, Adi Suryanto, Anwar Sanusi and Triwidodo Wahyu Utomo as Bureaucratic Reform Team of NIPA. Processing and analysing the data in this study included five (5) stages, namely 1) sorting and classifying, 2) open encoding, 3) axial encoding, 4) selective encoding, and stage 5) translating and observing (Neuman, 2013). To test the validity in this study referred to Creswell (2013:349) and was undertaken in two ways: (1) performing a triangulation of information against various data sources by examining the supporting evidence, (2) collecting opinions of interviewees about the credibility of the findings and interpretation this study.

Results

At the time when support is weak and gets very strong resistance, then certain administrative reforms could not be implemented. The theorists have explained that, to gather support and overcome internal

resistance can be through open participation and discussion while avoiding the use of threats (Doherty and Horne, 2002; Fernandez and Rainey 2006; Rainey 2009) as well as consolidating actions on the entire level of leadership as a team (Kee, et al 2007). This study explains that relying too much on participation and open discussion through formal lines of communication or following organization hierarchy, avoiding the use of force, as well as being silent while waiting for the collective action of each level of leadership, could hamper the reform or even make it fail. In reference to this issue, the support for change could be gained through non-formal communication lines, using the coercive acts to a certain extent, and building ad hoc team for changes.

First, utilizing non-formal communication lines can be one of the strategies, when the formal lines of communication are ineffective to generate supports to changes, or even become a constraint in getting support. Non-formal communication can be constructed deliberately by leaders to distribute information, advice, suggestions, even commands that are associated with changes (Simon, 1947). Using this communication channel, the leader can communicate directly with responsive staff or directly can consolidate them to support changes.

Secondly, sometime coercive actions are taken, especially when the reason for resistance is already identified. If the pace of the change is hindered because there are officials in a strategic position who remain resistant, it is necessary to conduct confrontation (Kotter, 1996). The discourage of leaders in taking strategic decisions for changes unavoidably leads to the status quo.

Thirdly, the establishment of an ad hoc team, whose members come from cross-functions, can be another strategy when the formal structure is less effective in boosting the change. The ineffectiveness of formal structure in encouraging the change is logically understandable, because they actually become the target of changes itself. In this situation, it is irrational if the processes of changes still rely on the existing structure. The only way is to establish an ad hoc team to design or take over the tasks associated with the change. The members must have a capacity and be responsive to changes.

Conclusion

This study provides an assertion that several success determinants discussed in the literature remains valid though some of them are still developed and revised. The success of the implementation of the reform in the National Institute of Public Administration

(NIPA) in this case is determined by the need for change and the Government's mandate through some policies, namely by providing plans, utilizing non-formal communication lines, gaining strong support from related external actors, treating changes as a dynamic and open process, building cross-function coalition, utilizing momentum, and starting the change in the sub systems having broader impact.

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COLLABORATION THROUGH ENTREPRENEURSHIP IN NON PROFIT ORGANIZATION (STUDY AT HOSHIZORA FOUNDATION, YOGYAKARTA)

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Introduction

Social development will not happen without economic development, and economic development will be pointless without increasing social wealth of society. Through this social development approach, it is expected to integrate social and economic development efforts. Midgley (2014) explains that social development strategies are divided into three types: social development strategy that place individuals as the primary responsibility for promoting social development, a strategy that emphasizes the role of local communities in supporting social development, as well as government-dependent strategies in promoting social development. These three different strategies have different ways of achieving the goals of social development, all of it perceived that human well-being will achieved well in the context of a comprehensive process in economic development.

Beside the government, many non-government organizations in Indonesia conduct social programs. NGOs which are commonly legal and non-profit oriented, have limitation in solving social problems. This is because their dependence on donor which means that if the institution is no longer funded then the social problem solving is hard to be done. Most organizations in Indonesia depend on the external funding for their operations and management needs which means if there is no longer fund, the programs will not be carried out properly. In order to survive, one of the options is transforming through entrepreneurship approach so that NGOs are able to create independent funding. Through this strategy they are able to explore the potential of the surroundings and involving the local community as well. Social entrepreneur is an alternative approach in the development of economic regarding dependency to the donor

problem and stimulates entrepreneurship in community (Khieng and Dahles, 2014).

In a research called Social Entrepreneurship Intentions of Non Profit Organizations (Tan and Yoo, 2015) with 92 nonprofit organizations in Singapore as samples revealed several factors that affect non-profit organizations in starting entrepreneurship. These factors are business leadership experiences, high organizational effectiveness and organizational innovation. This research tries to observe factor of collaboration with other party in attempt to develop entrepreneurship initiated by nonprofit organization. There are many studies on NGOs that empower society through entrepreneurship. Entrepreneurship is the core social program of the NGO. The research entitled The Role of Yayasan Kreativitas Unit Muslimah (Kuntum) Indonesia in Reducing Unemployment Through Social Entrepreneurship Practices in Tegalwaru Village, Ciampea, Bogor (Wicaksono, 2015) describes that KUNTUM Foundation plays a role in reducing unemployment in Tegalwaru Village through social entrepreneurship practice, it is proven through employment absorption in various SMEs. The research called Implementation of Community Entrepreneurship Empowerment through Community Development Zona Madina Dompot Dhuafa Program in Jampang Village, Kemang Sub-district, Bogor Regency

(Araniri, 2016) explicates the stages of community empowerment conducted by Zona Madina in developing the spirit of entrepreneurship in the community and implementation of the stages. This community empowerment program succeeded in making Jampang village as a tourism village known as "Kampoeng Wisata Djombang" and creating various entrepreneurs through its program. The two studies are different from the Hoshizora Foundation which entrepreneurship essentially is not the main program of the foundation. The main program is to help Indonesian children who are less fortunate financially to receive education. Entrepreneurship as an alternative income in the future is expected to support the sustainability of the organization.

The researchers is interested in seeing how the Hoshizora Foundation entrepreneurship's processes in collaboration with other parties including the community along with its challenges, because once the challenges being addressed it can be very beneficial not only as the alternative source of income for the foundation but also try to improve the welfare of the surrounding community. There are three entrepreneurship currently being run: Environmental Education Center (EEC), Hoshizora Tour and Travel, and Ingkung Kualu Restaurant. Researchers want to focus on entrepreneurship whose net

profit aims for the sustainability of the organization yet involves the community. Based on the consideration of the research focus of the three entrepreneurial Hoshizora Foundation, researchers will discuss more about EEC Farm, Village Tour Program by Hoshizora Tour and Travel. Derived from the descriptions, then the formulation of the problem in this research in the form of research questions as follows:

1. How does the Hoshizora Foundation in making collaboration in order to develop the entrepreneurship it initiates?
2. What are the benefits of collaboration in Hoshizora Foundation entrepreneurship?

Methods

The Research used a qualitative approach. This approach was obtained through the entrepreneurship of NGO at Hoshizora Foundation in Kalakijo tourism village, Pajangan, Bantul, Yogyakarta. This is a descriptive research. The sampling technique is non probability sampling with a purposive sampling. Data collection involves literature review, depth interview, field observation, documentation.

Critical Review

Hoshizora Foundation is a non-government organization with non-profit oriented based in Yogyakarta, Indonesia. When it was newly founded Hoshizora

Foundation has not conducted entrepreneurship yet. Hoshizora Foundation income mostly come from Japan's donations. During the 2011 Japan earthquake and tsunami, donations to the Hoshizora Foundation were cut. The dwindling funds make this NGO start to run entrepreneurship to get fund for operational to keep running. This experience makes the Hoshizora Foundation think of the need to develop social enterprise for the sustainability of the organization in the future. Various businesses have been run such as rental shop, clothes and takoyaki but it were not last long. The fall and rise of Hoshizora Foundation in entrepreneurship is addressed as process of learning for Hoshizora Foundation in reading the market.

Currently there are three kinds of ongoing entrepreneurship, including Environmental Education Center (ECC), Hoshizora Tour and Travel and Ingkung Quali Restaurant. In contrast to Ingkung Quali, only 5% of the profits goes for Hoshizora Foundation, the Environmental Education Center (ECC) and Hoshizora Tour and Travel aimed at sustainability organization where 100% of net profits go to the Hoshizora Foundation. Based on Article 3 paragraph 3 of Law No.16 Year 2001 the foundation is allowed to conduct business activities, among others, by establishing a business enterprise and/or as well as within a

business enterprise. The entrepreneurial finances are separated from the foundation. The entrepreneurship is under the legal entity of PT Bintang Langit Mandiri. The team managing entrepreneurship is separate from the management that manages the foundations' social programs. Finance includes separated wage and tax payments.

Environmental Education Center (EEC) has three main principles: natural farming, education, social responsibility and empowerment. EEC provides students an education program in open nature that are integrated with the school curriculum. For outbound marketing program, EEC cooperates with LPMD (Village Community Empowerment Institution) Kalakijo. LPMD also has outbound program with fun outbound as its concept. Although both of them offer outbound activity, but they have different target markets yet still can work together. EEC promotes fun outbound LPMD and vice versa. Consumers can order LPMD outbound via EEC. LPMD helps if the EEC lacks of human resources for outbound execution. They also lend each other outbound tools. For the development of organic products, EEC works with TOM (Organic Farmers of Merapi) and local farmers. This cooperation program plan is also in line with the value of EEC where the element of its education program emphasize the nature oriented plantation by not using chemicals. EEC plans

to collect organic farming products from farmers in Bantul and then work with TOM in product marketing. Hoshizora Tour and Travel in cooperation with the surrounding community provides homestay for guests who want to stay at Kalakijo Tourism Village. The guests can experience the rural life and daily activities of the community. Hoshizora Tour also provides tour packages to visit various potentials in Kalakijo Village such as emping, batik, and handicraft.

Running entrepreneurship for non-profit organizations is not easy. Organizations that are used to deal with education for underprivileged children then turn into entrepreneurship are such a new learning for them. The limited human and capital resources are also experienced by the Hoshizora Foundation. Collaboration can help the development of entrepreneurship initiated by non-profit foundation. In addition, collaboration can be run with the private sector and the surrounding community. Moreover, collaboration can also expand the impact of entrepreneurship.

Conclusions

The limited number of human resources in the management of entrepreneurship initiated by NGOs can be helped by collaborating with other parties, especially the community. The existence of participation can provide an opportunity to

increase the income of the communities involved through the potential that exists in the area of Tourism Village Kalakijo for example agriculture, batik, emping. Collaboration is needed to cultivate local potentials to be more beneficial to the welfare of the community. Aside from individual roles that exist in Hoshizora Foundation, community contributions also help entrepreneurship to survive and thrive. Collaboration in selected entrepreneurship is expected to expand the impact not only for foundation but also for the welfare of the society.

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THE PROBLEMS OF BASIC EDUCATION POLICY AND ITS IMPLEMENTATION IN INDONESIA: CASE STUDY IN TASIKMALAYA CITY

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Introduction

Basic Education is the general education that ever nine years, held for six years in Elementary School/Madrasah Ibtidaiyah (SD/MI) and three years in the Secondary School/Madrasah Tsanawiyah (SMP/Mts) or education units that are equal as stated in Law No. 20/2008 about National Education System

The essence of basic education can be said as the gate for each of the learners to the development of himself in the future, and "provisions basis" to develop the attitude and ability and provide the knowledge and basic skills required to live in the community and prepare students who meet the requirements to participate in the next level of education.

In Tasikmalaya city, quality of basic education is still a problem. Starting from the problem of budget used for, educational tools, education governance till about quality of human resources (teachers and civil servants), and others. The indicator that there are still many problems that is because the excesses

of the policy that is not implemented well. This is for example, can be seen from budget used for education city of Tasikmalaya.

2012, the budget for Education Office reached Rp 480.339.384.951, 2013 to Rp 540.212.378.864, then 2014 and 2015 each reached Rp 648.959.363.203. In 4 years, an average of 89% used for indirect expenditure which consists of servant expenditure, salaries and benefits and additional income of Civil Servants. 11% is used for direct expenditure consists of expenditure for the employees, procurement of goods and services and capital spending. As a result the city of Tasikmalaya is 1 out of 3 most government's autonomous region that personnel expenditure ratio against the total spending habits the highest in Indonesia namely 66.07%.

Based on the above issue, so the researchers intended to analyse how far basic education policy in Tasikmalaya city implementing well for improvement of education quality especially basic education.

Research Method

This research uses qualitative methods with phenomenology approach by (Bogdan & Biklen, 1998). Qualitative methods used to understand the meaning of each of the patterns of behaviour that is indicated by the actors to formulate policies and policy practitioners in the implementation of education policy in the City of Tasikmalaya. While phenomenology naturalistic allows researchers to find the true meaning of (meaning) from each of the existing phenomenon. The data collected through observation, in-depth interviews and study of the library. While the data analysis through the 3 main stages namely data reduction; presentation of data and the withdrawal of the conclusion/verification.

Result and Discussion

In the process of public policy, the policy implementation is the steps are practical and differentiated from the formulation of policies that can be viewed as a stage of a theoretical nature. Anderson (1978:25) proposed that policy implementation is the application of the policy by the government's administrative machinery to the problem.

So the implementation can be intended as an activity that is associated with the settlement of a work with the usage of tools to obtain the result. When the sense of the implementation of the above combined with the public policy and the implementation of public policy can be interpreted as a settlement activities or the implementation of a public policy that has been assigned/approved by the usage of tools to achieve the goal of the policy.

A lot of researcher who was focused on education policy implementation, for example, Suranto, 2007; Bakrie, 2010; Sukmana, 2011; Acetylena, 2013; Prastiyono, dkk. 2013; Sulistyadi, 2014; Solichin, 2015; Hamid, 2015; and Pramudiana, 2017. Previous research generally focused on inclusive education and free education, but this research focus on the implementation of basic education policy which was held by the local government through the education.

In particular, the education policy implementation in order to improve the quality of basic education in Tasikmalaya city is still not yet fully done well. Reflection of the problems of education in the City of Tasikmalaya can be seen in the medium-term Area Development Plan (RPJMD) Tasikmalaya City as shown on the table 1.1 following.

Table 1.1
The education problems in Tasikmalaya city based on RPJMD

Accessability and education quality	<ul style="list-style-type: none"> a. The population aged 16-18 years that did not go to school at the senior high school/SMK/MA still high enough, approximately 10,91%; b. The spread of the school for the senior high school level/SMK/MA lame, the number of schools in the sub-district, Cihideung Tawang, Cipedes, Kawalu and Mangkubumi crowd more than other sub-; c. The ratio of the class students to levels of the Primary and Junior Secondary Schools is still very great 1:40, means one class/group consisting of 40 of his disciples, while at senior high school level/SMK/MA accounted for 1:37; ideally based on education standards 1:28; d. The availability of supporting infrastructure such as education library and laboratory and workshop still limited; e. In addition to the availability of the classrooms are not adequate, the quality of the classroom itself has not yet been fully ideal. f. The curriculum is implemented in schools is not Optimal yet in the formation of the character learners who believe, the fear of the Lord is the One True God, moral, healthy, magicians, capable, creative, independent and become a democratic citizens and responsible; g. Financing to continue education to the Senior High School/SMK/MA still relatively not reachable by all circles.
Education governance	<ul style="list-style-type: none"> a. Qualified educators not fully meet the standard. There are still teachers who final diploma equivalent high school as much as 1.247 people (12,94%) from 9.639 people in 2010; b. Appointment of the school head is not followed by education and managerial training; c. The participation of school committee, parents and community members are still less. d. Quantity educators such as administrative staff and school guards still less especially in elementary school level.

Resource: RPJMD 2013-2017

In spite of already have Local Regulation Number 4 Year 2007 about education in Tasikmalaya City as one rule to implementation of basic education but still many educators, school administrator and help keeper on the elementary school level from both sides of the numbers and

competencies not meet the SNP and MSS. So also with the fact that there are still many Elementary Schools that do not have the means and infrastructure according to the standard of such as special rooms science laboratory, school library, rooms of school Principals, rooms of school administrator. In

the other part, the curriculum implemented in schools is not optimal.

Conclusion

The function and purpose of the implementation is to establish a relationship that allows the goals or objectives of public policy (politics) can be realized as outcome from activities carried out by the government. The implementation of education policy in Tasikmalaya city has not yet been fully implemented well. This resulted in the still low quality education especially basic education in Tasikmalaya city. Despite the education budget is enlarged every year, but it is not enough to improve the quality of basic education in the City of Tasikmalaya. So it needed a greater effort to solve them.

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COMPARISON OF CULTURE AND ORGANIZATION EFFECTIVENESS (Based on Study at Labuang Baji Hospital And Stella Maris Hospital In Makassar)

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Introduction

Strong organizational culture is a form of organizational effectiveness is high, there is a tendency of organizational culture as a milestone or foundation that must be owned by the organization, because the organizational culture supports the success or failure of the organization. The assumption that a group of people who live in togetherness will have value and be implemented together.

An effort to improve organizational performance requires the existence of a standard reference imposed by an organization that systematically guides its members to increase work commitment to the organization. According to Robbins (2002) shared meanings, the general framework of values and beliefs has a positive impact on organizational effectiveness. Therefore every organization needs to create shared values to build organizational systems to uniform thoughts and actions and change individual behavior to behavior organization. The main problem in this research is how the different level of organizational effectiveness in accordance with the strength of

organizational culture at Labuang Baji Hospital and Stella Maris Hospital in Makassar City.

Literature Review

A cultural perspective within an organization is a set of frameworks that guide organizational members to behave appropriately for organizational success. According to Kotter and Heskett (1992) strong culture are also often said to help business performance because they create an unusual level of motivation in employees. Sometimes the assertion is made that shared values and behaviors make people feel good about working for a firm. The existence of a culture within an organization is where members of the organization can focus and devote all the attention to the value system prevailing within the organization. According to Denison (1990) the relationship between culture and organizational effectiveness, viewed as an organization's success is due to a combination of values and beliefs, rules and practices, and the relationship between each other.

Culture that belongs to all members of the organization as an integration of values that believed to produce an effective organization, as proposed by Denison (1990) organization that combines the nature of organizational culture that consists of four dimensions of involvement, consistency, adaptability, and mission, show the effect of higher level of organizational effectiveness. This opinion is corroborated by Haaland and Goelzer (2003); Janovich et al. (2006), Denison and Mishra (1995) that the nature of engagement, consistency, adaptability, and mission of organizational culture shows the significance of the effect on organizational effectiveness. As the research results focus on these four traits, it is consistent with other research on organizational culture and effectiveness, eg Fey and Denison, 2003; Kotter and Heskett, 1992; Gordon and Di Tomaso, 1992; Sorenson, 2002; Haaland et.al. 2003; Gillespie et.al. 2007; Yilmaz and Ergun, 2008; Schmith et.al., 2009; Roldan and Bray, 2009, show a positive relationship between each of the four cultural dimensions with various indicators of organizational effectiveness. However, further research and practice regarding organizational culture evolves an understanding of how cultural traits combine to influence organizational effectiveness. Measuring the effectiveness of the organization according to the objectives based on The Denison Organizational Culture

Survey (DOCS) with indicators of market share, revenue growth, quality of good and service, innovation/new product development), employee satisfaction, and profitability (Yilmaz and Ergun, 2008; al., 2006, and Roldan and Bray, 2009).

Research Methods

Research Culture and organizational effectiveness including descriptive research is studied at the level of organizational system analysis. The research approach as suggested earlier by Fey, F. Carl and Daniel R. Denison (2003) combines a quantitative approach with case studies, and quantitative surveys. How to link data from both approaches using sequential transformative strategy, at the time of data collection and data analysis , its emphasis on a qualitative approach and supported by a quantitative approach, with a particular theoretical perspective that helped shape the procedures inside.

Qualitative data analysis from case study method using dominant pattern matching technique, which compares the pattern based on empirical findings with predicted patterns based on the initial proposition, according to W. Trochim in Yin (1994). The data verification in the case study is done by two procedures, namely triangulation of information and member checking. Quantitative data analysis from the survey results is done by table frequency

calculation, percentage, mean, and mode, in order to see the tendency of research data centering symptom.

Research Result And Discussion

This study builds on the organizational culture framework of Daniel R. Denison's Theory (Denison, 1990; Fey and Denison, 2003), the concept of organizational culture along four dimensions shows the relationship with organizational effectiveness: involvement, consistency, adaptability, and

mission. The problem of internal integration is observed by the characteristics of engagement and consistency, in the external environment characterized by the characteristics of adaptability and mission. To measure the effectiveness organization based on objectiveness in Denison Organizational Culture Surey with market share indicators, revenue growth, quality of good and service, innovation/new product development, employee satisfaction, and profitability.

Table 1.Comparison Dimensions Cultural Organization And Effectiveness Organization atLabuang Baji Hospital and Stella Maris Hospital In The City Of Makassar, Year 2010

Hospitals	Organizational Cultural Dimensions				The Effectiveness Of Organization Indicators					
	I	C	A	M	P	Q	R	S	T	U
Labuang Baji	Weak	Weak	strong	Weak	ineffective	ineffective	ineffective	effective	ineffective	effective
Stella Maris	Weak	strong	strong	strong	effective	effective	effective	effective	effective	ineffective

Description:

I : Involvement

P : Market share indicators

C : Consistency

Q : quality of good and service

A : Adaptability

R : Profitabilitas

M : Mission

S : innovationt

T : profitability

U : employee satisfaction

The views of Denison (1990) and Mishra and Denison (1995) regarding the effects of these four cultural traits, can be argued that each of the four cultural traits has a significant effect on organizational effectiveness and the four cultural traits are expected to lead independently to a positive effect on organizational effectiveness Overall, however, the relative effects of each cultural trait to an organizational effectiveness indicator may vary from one cultural property to another.

Based on these conditions, the strong organizational strength dimension of the organization is in line with the effectiveness of certain indicators of organizational effectiveness, and the weak organizational dimension corresponds to the ineffectiveness of certain indicators of organizational effectiveness. The dimension of involvement in organizational culture affects the quality of service and job satisfaction of employees, the dimension of organizational culture consistency can affect the level of profitability of a hospital, the dimension of organizational culture adaptation affect the level of organizational sales growth and the level of work innovation leadership, and mission dimension in organizational culture level of market share and profitability.

Conclusion

The effectiveness of Labuang Baji Hospital organization is different from Stella Maris Hospital due to the difference of organizational culture strength. Demonstrating a less powerful organizational culture at Labuang Baji Hospital also demonstrates the effectiveness of less effective organizations, and a strong organizational culture at Stella Maris Hospital also demonstrates the effective level of organizational effectiveness.

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ACTORS' BEHAVIOR IN FORMULATION: A CASE STUDY OF WOMAN AND CHILD PROTECTION POLICY IN PAREPARE, INDONESIA

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Introduction

One of the important public policy issues to be given serious attention is the issue of protection of women and children. This is important given the fact that there are still weak policies directly related to the protection of women and children. This fact certainly not only occurs nationally but also occurs at the regional level (Abdullah, 2014). According to Dunn (2003), policy formulation is an activity related to the development and synthesis of alternative solutions to a problem. The use of the term policy generally describes the behavior of some or a set of actors involved in an activity both at the level of formulation and implementation of a policy. The first thing done in the formulation of public policy is related to the process of deciding what will be agreed upon into a policy issue. Deciding what matters is sometimes more important than deciding a solution to solve the problem

(Dye, 2013). Lester and Stewart (2000) add that setting agendas is an important stage because if an issue is not put on the agenda, then the issue will not be considered for the basis of the birth of an action or action.

Actors in the policy can be individuals or groups, where actors are involved in certain conditions as a policy subsystem (Howlett and Ramesh, 1995). According to Jones (1996), there are at least four classes or types of actors involved in the policy process: the rationalists, the technicians, the incrementalists, and the reformists. By public policy expert Anderson (1979) categorizes important actors in the process of public policy making into two categories: unofficial policymakers and official policy makers. The two categories of actors involved in the policy process include: (a) unofficial policymakers, in general, this category of actors does not possess or occupy official positions or positions in government, whether

executive or legislative. However, they get their role in the process of policy formulation from the government. They take advantage of their interests and demands, harmonize them, and influence official policymakers to involve them in the process of formulating a policy. (b) official policymakers, those with legal authority to engage in the process of public policy formulation. Those included in this category are legislative, executive, administrative, and judicial. It can be said that they are government actors who have formal positions at certain levels of government and have a major role in the process of public policy formulation.

Generally, in creating public policy, the policy makers try to understand human behavior by using perspective of rational agent model based on normative analysis. This model assumes that people make decisions with consideration of their personal utility. However, there are other alternatives in viewing this case. This view is developed through empirical research with a focus on the behavior of the person who is the subject of the decision maker. Based on empirist perspective, the behavior is a combination of perception, impulse, judgment, and decision-making processes derived from the "impressive machinery" that humans bring behind their eyes and between their ears (Shafir, 2013).

The views in the behavioral approach are very different from the classical theories in explaining how one makes a decision driven by the assumption that individuals are rational agents and will act in a rational agent. This view is based on findings in behavioral research that show that the availability and dissemination of data does not necessarily lead to effective communication and knowledge on decision making. Furthermore, understanding and intention do not always lead to the understanding of actions to be selected. Individuals often show temporal bias and incorrectly predict their behavior (Shafir, 2013).

In the perspective of behaviorism and its relation to public policy, the core question that becomes a challenge is how to change human behavior because the root of social problems is one of the most important in human behavior itself (human behavior). Behavioral changes that become the goal of policymakers in general is a domain project psychology discipline. This is very clear, given the focus of psychology on this context is on knowing the motivations underlying one's behavior / actions.

Motivation in behavioral observation is also claimed to be the main cause of failure of an action projection. This failure can be illustrated as a gap between aspiration and action. Humans generally know what he wants. But there is a gap about what they

know they can or should do with what they ultimately do. This problem is a general categorization described by the psychological perspective in observing the behavior, and the task or purpose of public policy in this context ideally is to help the individual or society minimize the gap.

Methods

The focus of research on coastal communities in the City of Parepare. For the purpose of description and analysis of the research materialized, it is used descriptive qualitative research design and case study strategy. Using primary data obtained through informant interviews and direct observation and secondary data from various documentations with the main instrument of the researcher himself. The data obtained is processed through interactive analysis techniques with the stages of collection, reduction, presentation of data, and verify the results and conclude it. In the analysis is done in depth discussion using the available theories and concepts.

Results/preliminary result/critical review

Based on the content of information or information found at the interview with informants can be assessed what and how the motives behind their role in the process of formation of local regulations. The motives of

the policy actors can be divided into two categories: ideological motifs and pragmatic motives.

First, the actor who has ideological motives is an actor who has an understanding of moral values and humanity that must be fought. The moral and humanitarian values in question are moral and human values that are strongly opposed to the attitude and abuse, injustice and violence against women and the mistreatment of children. However, not all actors who have ideological motives, have also the competence to play a further role in the formulation and formation of policies. Based on the findings in the field, it seems that policy actors with ideological motives are mostly those who enter the unofficial policy makers. Nevertheless, there are still policy actors in the category of official policy makers who have ideological motives, such as figures of DPRD members who have an NGO activist background.

Secondly, the pragmatic motive, generally the pragmatic motive, belongs to a policy actor who because of his position and position as a party who formally has the authority to form a regional regulatory policy. Policy actors belonging to the category have this pragmatic motive, showing only their roles and attitudes when the stages of the process of formulating local regulations are already within the realm of their authority. They tend not to care about the principles and

values of morality and humanity that follow the importance of forming a policy. They only think because the process has entered the formal stage of discussion then the actors are present only as a fulfillment of formal obligations.

Theoretically, the motive behind the role and behavior of policy actors is a psychological process that can control the behavior of individual actors of the policy in attitude. Some constructs or psychological processes are believed by these disciplines to control behavior. By modifying the psychological process / construction, then behavioral changes will be possible. The psychological constructions in question and influential in human behavior change are attitudes, expectations, self-esteem, self-concept, purpose, and identity. Thus, the psychological approach becomes the main foundation in understanding behavioral change especially in the context of understanding a particular public policy process.

Conclusions

Policies governing the protection of women and children in coastal communities of Parepare City are contained in the Parepare City Regulation No. 12 of 2015 on the Protection of Women and Children. The stakeholders or policy actors involved in

establishing this regulation include unofficial policy makers and actor official policy makers. Unofficial policy makers include LP2EM, People Care, PPA Police Chiefs, Academics and Press Media. The policy actors have different motives that are categorized into two groups. The first group is the actor who has ideological motives and the second group is the policy actors who have pragmatic motives. This motive certainly theoretically influences the behavior of policy actors in the formulation or formation of local regulations on the protection of women and children.

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ACCOUNTABILITY IN PUBLIC SERVICES: A CASE STUDY OF IMMIGRATION SERVICE IN MAKASSAR, INDONESIA

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Introduction

Accountability of public services in Indonesia nowadays is generally still not good. Poor public accountability leads to a crisis of public trust in the public bureaucracy. The crisis of trust is shown by the emergence of various forms of protest and demonstration to the bureaucracy both at the central and regional levels.

Quoting from Sangkala (2012) Accountability is a requirement for the creation of good governance, democratic and trust (good governance). Institutions of government with public accountability means the institution is always willing to account for all activities that are entrusted by the people. Similarly, the community in control has a great sense of responsibility for the common good. Not just for the benefit of group or class only.

Hulme et al., 2006 (in Manggaukang, 2006), argues that accountability is a complex concept and has several instruments for measuring it, namely indicators such as: (1)

legitimacy for policymakers; (2) the existence of adequate moral quality; (3) sensitivity; (4) openness; (5) optimal utilization of resources; and (6) efforts to improve efficiency and effectiveness.

Good Public Service Accountability is needed nowadays, including in Passport Manufacture Services. In this era of globalization, the dynamics of society is very high, especially in traveling abroad.

The First Class Immigration Office of Makassar is the Immigration Unit in Makassar which is one of its duties to issue passports to the public. The main task and function of the First Class Immigration Office of Makassar is to carry out part of the task and function of the Head of Regional Office of the Department of Law and Human Rights of South Sulawesi in the Immigration field in South Sulawesi Province.

For the handling of passports at the Class I Makassar Immigration Office in 2010 for men reached 22,628 people and 25,220 women. And in 2011 men reached 27,955 people and women 29,625 people from the

data obtained at the First Class Immigration Office of Makassar. From the above data shows that the high number of applications for the manufacture of SPRI or passport continues to increase from year to year. But so far, the quality of services provided by the Immigration Office in providing services is still not maximized.

From our explanation above that the purpose of this study is to analyze and describe the Public Service Accountability of Making Passports at the First Class Immigration Office Makassar.

Methodology

The research design used is the Conclusive Design. This research uses descriptive research method through qualitative approach.

The description in this research is obtained through in-depth interviews to informants who can provide an overview and foundation of problem solving research, especially the accountability of public services in the manufacture of passports at the First Class Immigration Office Makassar.

Methods of data collection in the study are observation, documentation and in-depth interview. In-depth interviews are conducted with people who are considered to be in charge of the field, or who have the information needed by the researcher especially regarding the Public Service

Accountability in the Making of Passport at the First Class Immigration Office of Makassar.

The main method of analysis used in this study is a qualitative data analysis which is defined as an attempt of analysis based on words arranged into the form of an expanded text. Data analysis is done descriptively qualitative in order to create a systematic, factual and accurate description of the facts and properties of the phenomenon under investigation. The stages / steps of data analysis conducted in this study using data analysis model that is data collection, data reduction, Presentation of data, drawing conclusions / verification of the data that have presented. The meanings emerging from the data must be observed, tested for the truth of its robustness and its compatibility which is its validity

Research Result

This study shows that the Accountability of Passport Manufacturing Service at the Class I of Makassar Immigration Office is reviewed by Barbara Romzek and Dubnick Theory in regard to who should be responsible for what should be accounted for in case of errors that cause the performance is still low, and is divided into four Scenarios Type. The phenomenon occurring in the First Class Makassar Immigration Office goes into the Category III

Type Scenario, where the Type III Scenario promotes the idea of accountability when a responsible official is empirically innocent, for example an official may be free of major sanctions (eg dismissal) with notes he was not guilty of negligence or subordinate offenses.

Rachmat, (2009) says that the concept of public accountability, based on the idea of democratic responsibility, is essential to running the government through an accountable and representative public service of the will of society.

The first phenomenon concerning the cost of making a passport. The official fees that we incur in accordance with Government Regulation No. 38 of 2009 on Types and Tariffs of Non-Tax State Revenues Applicable to the Department of Law and Human Rights when taking care of the passport are as follows: Official Passport Fee of Rp.270.000 with details: Rp200.000 for passport book 48 pieces, Rp55.000 for Photo Biometric, Rp15.000 for fingerprint. Based on the conclusions of interviews conducted to some sources and observations in the field, the authors found the cost to be incurred by public service users outside of the provisions.

The above phenomenon shows the weak of supervision done by the leadership to his subordinates where the leadership is less observant to see the illegal levies done by his subordinates in providing services of Passport Manufacture.

From the above phenomena in accordance with the theory of Accountability of Barbara Romzek and Melvin J. Dubnick in relation to who should be responsible for what should be accounted for in case of errors that cause the performance is still low in the category of Type III Scenario of Accountability Theory Barbara Romzek and Melvin J. Dubnick where in such circumstances when an official is responsible but he is not guilty of empirically which causes low performance and accountability in service delivery is lacking.

The second phenomenon is the lack of clarity regarding the time required in the making of passport. In the existing rules, it is clear that in the processing of the application for the passport manufacture has determined that the process of Making Passport is 6 (six) working days. Six days starting from the application of passport until the issuance of the passport.

Based on the findings at the research location, the length of the process of making the passport is more due to incomplete technical requirements in the form of a problematic family card or applicant's ID card that is no longer valid and also usually a copy of the family card can not be read by the scan tool owned by First Class Immigration Office of Makassar. In addition, the number of applicants making passports in the city of

Makassar who come in every day to make the file can not be completed on time.

Seeing the phenomenon, the lack of clarity of information about the time required in the manufacture of passports that became a separate complaint for service users causing anxiety in the use of these services. In addition, researchers did not find any information board that contains the provisions of the time required by the customer for the manufacture of passports. This phenomenon indicates that the lack of attention or motivation made by the leadership to his subordinates where the leadership is less motivation or encouragement to subordinates to increase their motivation in providing services Passport Manufacture. So the public complaints about the delay of their passport can be reduced little by little, even if it can be eliminated.

Noticing the above phenomenon in accordance with the theory of Accountability of Barbara Romzek and Melvin J. Dubnick in relation to who should be responsible for what should be accountable in case of errors that cause performance is still low in the category of Type III Scenario of Accountability Theory Barbara Romzek and Melvin J. Dubnick where under such circumstances an official is accountable but he is not guilty of empirically which leads to low performance as well as accountability in service delivery is lacking.

Another phenomenon that is still high number of brokers in regard to obtaining a passport. Although in this case there is already a law that regulates so that every service agency can reinforce and follow up the existence of brokers, but on the other hand the situation of the existing conditions can not support the implementation of the regulation.

To cope these conditions, the Class I Office of Makassar Immigration should close the gaps which may result in the practice of brokering, for example, not opening opportunities to persons who act as brokers Passport making, cracking down on employees involved in brokering, and intensify socialization to people who want to make passports in order not to use the services of brokers in the process of making passports. In this case, the Head of the Class I Immigration Office of Makassar is required to close the gaps of this brokering.

From the above phenomenon in accordance with the theory of Accountability of Barbara Romzek and Melvin J. Dubnick in relation to who should be responsible for what should be accountable in case of errors that cause the performance is still low in the category of Type III Scenario of Accountability Theory Barbara Romzek and Melvin J. Dubnick where under such circumstances when an official is accountable but he is not guilty of empirically which leads

to low performance and accountability in service delivery is lacking.

Conclusion

Based on the results of the discussion in the previous chapter, it can be concluded that the accountability of the implementation of the service of passport manufacture at the First Class Immigration Office Makassar has not been fully accountable in providing services. The phenomenon in the Class I Makassar Immigration Office is associated with who should be responsible for what should be accounted for in case of errors that cause the performance is still low, included in the Category Type III Scenario, where the Type III Scenario promotes the idea of accountability when an officer is responsible but he is not guilty empirically.

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**LOCAL WISDOM AND CHARACTER EDUCATION IN YOUTH
ORGANIZATION: A CASE STUDY OF SOUTH SULAWESI PROVINCE,
INDONESIA**

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Background

Local wisdom (local genius) is a truth that has become tradition or steady in an area. Local wisdom is a fusion of the sacred values of God's word and various values. Local wisdom is formed as a cultural superiority of local communities and geographical conditions in a broad sense. Local wisdom is a cultural product of the past that should be constantly used as a grip of life. Although the valued locally but the value contained therein is considered very universal (Gobyah 2003).

Traditional wisdom is all forms of knowledge, belief, understanding or insight and customs or ethics that guide human behavior in life in an ecological community. So this local wisdom is not only about the knowledge and understanding of indigenous peoples about human beings and how good relationships between people, but also about knowledge, understanding and customs about

humans, nature and how the relation among all the inhabitants of this ecological community must be built. All of this traditional wisdom is experienced, practiced, taught and passed from one generation to another that simultaneously shapes the pattern of everyday human behavior, both to fellow human beings and to nature and the Invisibility (Keraf, 2010). Local wisdom is also defined as the process by which knowledge is generated, stored, applied, and inherited "(Alwasilah, 2009).

In (Apriyanto, 2008) explains that: according to cultural perspective, local wisdom is various values created, developed and maintained by society that becomes their life guidance. Including various mechanisms and ways of behaving and acting which is realized as a social order.

In summary, local wisdom can be summed up as an important standard in living

social life in a community group that becomes the identity of the community itself. One example of local wisdom that exists in Sulawesi is *siri 'na pacce*. *Siri* is a shame that decomposes in the dimensions of human dignity and dignity, *siri* 'is something' taboo for Bugis-Makassar people in interacting with others. Meanwhile, *pacce* teaches the sense of solidarity and selfless social care and this group is one of the concepts that make the Bugis-Makassar tribe able to survive and respected monitored, *pacce* is the nature of compassion and feelings bear the burden and suffering of others, if the term in language of Indonesia "Mildly cared the same weight carrying the same weight".

The most influential thing in character building is the environment. At least there are 3 types of environment including family environment, school, and society.

Family is the first factor that determines the character of the child it is based on the theory of piaget that suggests that children behave to do something based on what he observed. It is certainly a normal thing if the attitude of a child is said to be similar to his parents.

Schools also have an important role in the formation of student character. As a forum for transfer of knowledge, the level of discipline that a school implies will indirectly

affect the psychology of the child's greeting used to discipline.

One of the important fighting media in character building is the youth organization that plays an important role in the society. Of course, the implementation of local wisdom will be more effective through youth agencies as a forum that preserves the identity of the nation. According to Suyanto in (Zulnuraini, 2012) Character education is character education plus, which involves aspects of knowledge (cognitive), feeling, and action.

One of the researches related to local wisdom as a container of character education (Sriyatin, 2013) found that the existing culture in an effective area used for the planting and development of character education in elementary school children. Then the research (Nasir, 2013) shows local traditions or culture in the internalization of character education through school programs such as local content. Traditions or local cultures include such habits as: a) local language lessons, local narratives, and local social cultures.

Research Methods

This research uses qualitative research type. Qualitative research is a method of exploring and understanding the meaning that by some individuals or groups of people ascribed to social or humanitarian problems

(Creswell, 2010). Then according to (Moleong, 2012) qualitative research is a study that intends to understand the phenomenon of what is experienced by research subjects, such as behavior, perception, motivation, action, etc ..., holistically (intact) and by way of description in the form of words and languages in a specific, natural context by utilizing natural methods.

The type used in this research is descriptive research type. Descriptive research is limited to an attempt to express a problem or situation or event as it is so as to reveal facts and provide an objective picture of the true state of the object under study. Objects studied is the local wisdom that used as a container in building a characteristic education in youth organizations in southern Sulawesi. Data collection techniques used in this study are: observation, ie direct observation in the field in accordance with the object under study; Interviews, namely direct interviews to informants ie youth and youth organization board.

Data analysis techniques in this study using Miles and Huberman model that suggests that the activities in qualitative data analysis done interactively and continuously and until completed, so that the data is saturated. Activities in data analysis, namely data reduction, display data, and conclusion

drawing / verification. (Sugiyono, 2011). Basically this research answered a number of questions, namely:

1. How Characteristic of Youth Organization in South Sulawesi?
2. How is local Wisdom growing in youth organizations in South Sulawesi?
3. The process of development of local wisdom into character education in South Sulawesi?

Results

Characteristics of Youth Organizations in South Sulawesi

The interview result shows that in general the youths have high enthusiasm to get involved in youth activities. The cultivation of character values in youth can be implemented through youth community youth activities. In addition, youth cadets are a place for youth to channel their potentials. With this youth organization youth can be taught to become youth who have character as required by this nation. Because in a cadet coral there are various activities that can grow the character's values in a young man. Each karang taruna must have a work program implemented, where in each work program there are values that should exist in every youth. For example the planting of character value is when in the implementation of the

work program requires awareness to take full responsibility for every activity performed properly. In addition there are also other character values that can encourage a young man so that later can become a better person with a better person. Therefore, the planting of characters in youth can be started from the participation of youth in the organization of youth.

Improved local wisdom in youth organizations

From the research result, it is found that understanding of pacce culture in youth organization in south sulawesi is understood that organization gives a lot of influence to the character and psychological self. Because in general the organization is a collection of individuals that are heterogeneous so that they must learn to adapt in addition to the new atmosphere, as well as with various individual characteristics. It is this pluralism that encourages the growth of a sense of kinship that does not arise unknowingly and become a shared responsibility to maintain harmony and organizational integrity. Indeed, many positive things are given by an organization whose core is a valuable experience and learning for each individual to respond to what a person feels in an organizational unit, solidarity and a sense of brotherhood when it comes to joining a youth organization unit.

The process of development of local wisdom becomes character education

The observed organizational developments show a number of interesting points from interviews that the youth organization carries a different self-character but still remembers the origin of the culture adopted into the youth organization foundation. The socio-cultural foundation of the organization includes the social forces of society that are always evolving and changing in accordance with the times. Such strengths can be real and potential forces that are influential in educational and socio-cultural development along with the dynamics of society.

Conclusion

The cultivation of the character values of the youth can be carried out through the activities of youth organization, although it has various characteristics but the absorption of cultural values can function in it, one of the functions of shame culture in the siri context can be seen as a tool of social control in organizing. In the organization is very arrogant if the organization is pressed by a number of individuals even can do violence. Furthermore, this pacce culture in youth organization in south sulawesi understood that the organization gives a lot of influence to the character and psychological self.

Because in general the organization is a collection of individuals who are heterogeneous so that they must learn to adapt to the new atmosphere so that gradually can bring solidarity because of the growth of family feeling.

Zulnuraini, 2012. Pendidikan Karakter: Konsep, Implementasi Dan Pengembangannya di Sekolah Dasar di Kota Palu. Jurnal DIKDAS, No.1, Vol.1.

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**THE DYNAMISM OF LOCAL CULTURE IN METAGOVERNANCE: A
CURSORY LOOK OF GEORGE TOWN WORLD HERITAGE SITE,
MALAYSIA**

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Introduction

The influences of culture on governance are observable, especially in inclusionary governance where power interaction occurs with various stakeholders with unique interests. The act of governance itself is not static and is responsive towards the local climate. If governance is seen as a form of social coordination (Meuleman, 2010), then the styles of governance would reflect the underlying social norms in terms of values, attitudes and beliefs that are prevalent in the society (Abramson, Harrison, & Huntington, 2001). However, the clash of roles between governing norms and local expectations does impede governance to a certain extent. The form of governance in Asia with its remnants of “Asian values” and Confucian Dynamism are still found to hamper the democratization of governance (Robison, 1996; Seng, Jackson, & Philip, 2010; Thompson, 2004) with conflicts arising

with a demanding public (Abu Bakar, Saleh, & Mohamad, 2011; Siddiquee, 2006). Hence, cultural traits should be considered as elements that may inhibit or nurture the growth of inclusionary governance.

A study of governance requires an understanding of the nation's institutional cultural context (Pollitt & Bouckaert, 2000). As for Malaysia, the governance structure is varyingly described as semi-democratic (Crouch, 1985; Weiss, 2005), nominal democracy (Robert Weller, 2004) and illiberal democracy (Case, 2007). Hierarchism is ingrained in the governance psyche of the state, notably on deciding policies without proper public engagement.

The state of Penang in Malaysia, where George Town is located had always been known to have an active civil society that actively engages with the government (Heryanto & Mandal, 2003) although state engagement can be difficult (Ng, 2010).

Consequently, implementations of metagovernance in the governance of George Town World Heritage Site (WHS) faces challenges especially in regards to the position of the state in its interactions with the civil society. In this context, there is a clash of roles between the statist tendencies of the bureaucracy with the civil society expecting a higher level of equitability. Nevertheless, the prevailing socio-political culture of Penang allows for greater engagement by the state with the population as opposed to other sites. This entails the need to understand the cultural norms that sets George Town apart.

Literature Review

2.1 Culture

Culture is seen from various dimensions; however, it is best describable as shared beliefs and values, a definition that is adapted in all fields of social science. Societies respond to certain issues based on the shared values, hence studies to interpret cultural values have mostly focussed in the mapping of culture (Kroeber & Kluckhohn, 1952; Licht, Goldschmidt, & Schwartz, 2007). In governance, cultural arrangements can be noted in the style of governance, namely

hierarchical, network and market style of governance (Meuleman, 2010).

2.2 Metagovernance

Metagovernance involves creating a form of coordinated governance from the various structures and interactions that are found in participatory governance (Jessop, 1997; Meuleman, 2010). Literature generally suggests that Asian cultural norms creates a state-centred, politically-linked, hierarchical type of governance (Burns & Bøwōnwatthanā, 2001; Haque, 2007; Moon & Hwang, 2013; M. Turner, 2002), with varying level of public engagement. In South East Asia itself, public engagement in governance is a new phenomenon. Democratization of governance is intended to increase the level of participatory governance, yet it is often seen as a lip-service gesture (Hadiz, 2010). In Malaysia, the government had engaged in comprehensive inclusionary governance reforms although such efforts were mostly constrained by the local political-cultural condition (Haque, 2003, 2007). Moreover, efforts to broaden the reform are often curtailed by apathy on the part of bureaucrats and the population at large. The governance of Lenggong World Heritage Site for example has a framework to increase community

engagement, yet Goh, (2015) found that both the administrators of the site and local population around the site were indifferent regarding the issue. Goh, (2015) also postulated that apathy can be attributed to the ingrained cultural understanding that governance is best left to the administrators.

Background of Study

This research is part of a study conducted on aspects of metagovernance of George Town WHS. A trend was noted where local cultural traits in Penang were found to have influenced the relationship between the state and the civil society in George Town. The interaction between the state and the public can be noted in two forms (Katahenggam, 2016). First, the interaction in an official capacity during the bi-weekly Technical Review Panel between the state and Penang Heritage Trust (PHT). The second tier of interaction occurs in an informal setting between officials of the city council or George Town World Heritage Incorporated (GTWHI) with building owners or residents within the site especially in issues regarding conservation. Hence, the cultural context that

influences the relationship between the state party and the public are twofold.

Methodology

This study utilised a qualitative, semi-structured interview method, selected due to its versatility in adapting questions to elicit richer data (Edwards & Holland, 2007; Ritchie & Lewis, 2003; D. W. Turner, 2010). It relies on hermeneutic understanding of the spoken communication derived from the respondents. Then, thematic analysis was performed on the transcribed data to underscore the cultural issues that inhibits the implementation of metagovernance in the governance of the site. Data collection utilizing the qualitative approach produces rich data representing wider epistemological and ontological perspectives on the subject (Guest, MacQueen, & Namey, 2012). Besides, thematic analysis is noted to be an inquiry method that is not reliant on theory, hence its adaptability transcends into a wide range of theoretical and epistemological approaches (Braun & Clarke, 2006; Lu & Huei-Fu, 2017). A total of four respondents from various tiers of governance were selected for this study.

Preliminary Findings and Discussions

Table 1.0. Emerging Themes and Sub-themes

Main Themes	Sub-Themes
Environment	<ul style="list-style-type: none">- Cultural climate depends on the setting of the organisation- The creation of rapport among stakeholders
Flexibility	<ul style="list-style-type: none">- Willingness to adapt to ideas that diverges from expectation- Theoretical and actual roles played
Expectation	<ul style="list-style-type: none">- Having ideas expected by all- Handling conflicts- Societal expectation of roles
Approaches	<ul style="list-style-type: none">- The selection of approaches- Perceptions on the selection of approaches

Based on the analysis of the transcribed interviews, four major themes were noted in the local cultural dynamics within the metagovernance realm of George Town. The environment creates conditions for hierarchism for the state while still being porous in its external dealings. Flexibility allows for adaptability in the mode of governance, for instance the state uses a “soft-steering” approach in dealing with other stakeholders instead of relying on brute force. It is also apparent in the dealings by PHT, with its willingness to be part of the legal governance mechanism while opposing the

state in other development matters. Expectation of roles attributed to every stakeholder does exist, however the divergence of roles is seen in Penang. Because of its active civil society, even the state apparatus expects the roles that are to be played by the community as opposed to other Malaysian states. Approaches taken by the various stakeholders are dependent on their predisposition, for instance, the state is willing to be accommodating, by engaging directly or indirectly through GTWHI. However, certain interest groups confront the state relying on federal political antagonism.

Conclusions

Looking at the context of culture in the metagovernance of George Town, it is apparent that hierarchical cultural norms expected in Malaysia is not reflected in its entirety in the state of Penang. A wider level of leverage is exhibited by the state and parastatal agencies in allowing for greater stakeholder participation. However, consultative governance itself is not absent from the historical culture of governance in the region. Concepts such as *musyawarah* and *muafakat* is found in the *adat* of pre-colonial societies in structuring the socio-political relationships in villages (Liow, 2005). Hence, such concepts are not alien to the society and have lapsed as the patriarchal colonial ideal of “state knows best” had become the norm in Malaysia.

Meuleman, (2010) explored the dynamic nature of governance culture stating that governance method itself is transferable. In the case of George Town, the majoritarian and centralistic Westminster method of governance gave way to the more inclusive method of governance post-WHS inscription. It can be argued that this shift is nudged by the UNESCO requirement for increased community engagement in heritage sites,

however the vibrant civil society culture of Penang laid the initial groundwork. Factors such as the environment, flexibility, expectation and approaches utilized in the governance process are influenced by the cultural traits dominant in the socio-political climate of Penang.

In conclusion, while governance in Malaysia is still widely guided by the colonial legacy of hierarchism, local cultural tendencies in Penang allows for greater flexibility in a conducive environment. Undeniably, the state is still resistant in some matters, guided by political expediency but the greater allowance for inclusionary governance in George Town can be extended to other fields of governance around Malaysia.

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EVALUATING COMMUNITY EMPOWERMENT PROGRAM IN RURAL DEVELOPMENT

A CASE STUDY IN EAST LUWU, INDONESIA

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Introduction

Build on the periphery are noble ideals of the Government of Indonesia Cabinet Work as outlined in the National Development Vision for 5 (five) years, which is spelled out in Presidential Decree No. 2 of 2015 on the Medium Term Development Plan of the National Year 2015-2019 are: "The realization of Indonesia sovereign, Independent and personality Gotong-Based Mutual ". To demonstrate the priority in the way of change towards Indonesia are politically sovereign, self-reliant in the field of economy, culture and personality, defined nine priority agenda. The nine priority agenda was called NAWA CITA, and the agenda of the third priority is "to build Indonesia from the periphery to strengthen these areas and villages within the framework of a unitary state".

One of the efforts to realize the priority agenda of the third question is to reduce the gap between the structure of rural and urban poverty conducted by independent accelerating rural development as well as building local economic linkages between rural and urban areas through the development of rural areas. Policy and strategy in rural development and the development of rural areas was the escort implementation of UU No. 6 of 2014 Village in a systematic, consistent and sustained through coordination, facilitation, supervision and mentoring and derivatives Ordinance Minister

Subdistrict Mangkutana is sub-districts in East Luwu who get the program Development and Rural Community Empowerment (P3MD) since 2015 after the enactment of UU No. 6 of 2014 in the village of 11 (eleven) villages in the region Mangkutana districts. In December 2014,

the number of residents in the District Mangkutana as many as 21 059 people, divided into 5254 households, the average population per household is 4. Implementation of rural development in accordance with the Law of the Village is not free from some of the challenges in the field, both in the government of the village itself, the process of implementation of activities and the involvement of citizens in the development of their village. Based on these descriptions are considered important to know how the effectiveness of the Program Development and Rural Community Empowerment (P3MD) against the construction of the village in the district Mangkutana East Luwu regency in the planning and implementation as well as monitoring, both in government and rural development as well as what factors are a barrier to implementation of the assistance program.

Research Methods

This type of research is descriptive quantitative research. Mangkutana research sites in the District, East Luwu Regency. Implementation of the study in November to December 2016. The study population was people in the District Mangkutana East

Luwu regency. The sampling technique is a representative sampling with 61 respondents. Guidelines for the implementation of the research used to obtain good results and targeted research (types of data sources, data collection techniques, as well as technical data analysis).

Results And Discussion

Program Development and Rural Community Empowerment (P3MD) focused on empowering rural communities through the process of social learning. The purpose of this program is a) increasing the capacity, effectiveness and accountability of village governance, b) increase initiatives, awareness and participation of villagers in rural development which is participatory and c) increase synergies for rural development programs between sectors and optimizing the assets of local participatory village (Mustami & Dirawan, 2015 ,. Mangesa & Dirawan, 2016).

- Community assessment of the presence of Community Empowerment Program

Knowledge about the existence of community empowerment program is still lacking, the respondents do not know the percentage of 59% (36 respondents). The primary reason is that they know Companion Village looks activities in the village, so that people feel that the companion village just approaching the structure of village government officers only and not intensively on the following elements of society. This suggests that the presence of village assistant sufficiently well known and visible society is open and has hopes of progress of rural development with the assistance of the village in the economic development fields, infrastructure as well as in the field of community development.

- Activity Village Community Empowerment

Community empowerment is a process enablement, non-governmental as well as develop the potential of community and rural development (Farida, et al, 2015: Papilaya, et al 2015) Community empowerment in development assistance committed each will be explained through the following description:

As a form of empowerment, respondents felt that assistance in planning

development programs are carried out to the community by involving groups of women, the diffabel / disabilities, the poor and marginalized rated quite well with the percentage of 62.3% (38 people) and well with percentage of 6.5% (4) with the consideration that the village has made efforts companion assistance in planning a development program which will be conducted according to mutual agreement

- Communication

Assessment of respondents to the village assistant communications made in development activities quite well with the percentage of 85.2% (52 people). The facts above illustrate the good coordination between village assistant with relevant parties regarding the development of the village, inter-village cooperation amenities and facilities the implementation of rural development in accordance with the principles of good governance and the availability of public information related to rural development.

Based on the information above that although pemeberdayaan community program has been running, but still found some things that become obstacles. Village officials in sub Mangkutana at the time of

this study is still new general duty and do not understand their duties and responsibilities well. This looks at the activities and the preparation of reports of activities that should be made by the Project Management Team (TPK), in fact done by the secretary of the village there is even done by the treasurer of the village so that the activity reports and financial reports late.

Lack of administrative documents in the office of the village, such as data concerning the village and orderly information in the file storage is one of the obstacles encountered in the field. making it difficult to find data related to the village concerned. The weakness of village officials in understanding the processes and regulatory mechanisms governing the use of the Village Fund Allocation policy and the Village Fund and the availability of local regulations governing the institutional strengthening of the village and reporting activities carried out have not been up to the stage. Important notes and the duty of escort duty at the village community empowerment program

Conclusion

Based on the analysis and the above discussion, it can be concluded that the

public is less aware of the existence empowerment of rural communities with the reason Companion village they know visible activity in the village, and felt that the companion village just approaching the structure of the government apparatus village DAK intensively on elements of society at lower levels.

Effectiveness is itself a result of a public appraisal of an activity (Malik & Dirawan, 2016: Jaya, et al, 2016).

Community empowerment programs conducted have involved groups of women, the diffabel / disabilities, the poor and marginalized is considered quite good, so is the assessment by the communications made to related parties well enough so that the goal of this development program is effective.

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CONCEPT OF SMART CITY GOVERNANCE IN MAKASSAR CITY

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Introduction

Smart city is one of new program in Makassar City. Its brand is Sombere and smart city. It is a concept of sociotechnical. The unification are social value and application of technology. The involved parties are intergovernmental organization (sectoral and regional) and nongovernmental organization (private and society). The smart city concept is very interesting to review its situation and condition. The government of Makassar City are included the initial city implementing smart city in east Indonesia area. However, practice of smart city have weakness and treatment in governance aspects. This research aims to know the core concept of smart city governance in Makassar City.

Methods

This research used qualitative method with case study approach in Makassar City. Data collecting technique are in-depth interview, observation, documentation and visual materi. Data are analyzed with steps that is organize and prepare data, read and see

data, code data, use data coding to produce description, develop theme and narration, interpret result of the research.

Results

Smart city in Makassar used brand 'sombere and smart city. The government of Makassar city unite technology with local wisdom. The technologies are developed among others Telkomsel 4G LTE with 1800 MHz, car based on electrocardiogram and ultrasound, CCTV, war room and smart card. All technologies used are modern and superior. Furthermore, local wisdom value is sombere. Sombere is one of local wisdom for bugis and makassar tribe. Sombere mean polite to other people. Sombere is part of past history of bugis makassar society.

Concept of sombere and smart city governance' in Makassar City that is:

1. Public Service
 - a. On-line and local-based administrative services. Example: Service using Mobile device in service complaint.

- b. Service by all levels of society. Examples:
Easy access and convenient for use by the community, including disables.
 - c. Eco-friendly facilities and infrastructure.
Example: available green open space, child friendly space and lactation room in every public service place.
 - d. Effective, efficient, proactive, integrative and transparent public services. Example: Hospital certificate service before stay through Civil Registry officer.
 - e. Utilization of social media in public services. Example: Monitoring and observing the community through social media connected to public service units
- a. Community involvement in public policy formulation. Example: Utilization of Musrenbang results as initial data and information in policy formulation.
 - b. Transparency of public policy development process. Example: The process and decision result can be accessed by all circles.
 - c. Public-based policy advocacy on line. Example: the availability of special teams that are in policy transfers.
 - d. Media cooperation in public policy. Example: News and media review results are an ingredient in public policy analysis.

2. Bureaucratic Management

- a. Fairly-oriented bureaucratic governance (accountability and transparency. Examples: e-planning system, e-budgeting, e-monev and others.
- b. A clean bureaucracy, service and integrity. Example: Availability of finger scan in all SKPD in Makassar City, e-procurement
- c. Data Center is integrated to all SKPD of Makassar City. Example: Digital archiving in Big Data form
- d. Optimization of ICT in the management of bureaucratic. Example: land transportation management information system, monitoring the condition of the region

3. Efficiency of Public Policy

Conclusions

Concept of smart city governance in Makassar city based on application of technology and local wisdom. Items are public service, bureaucratic management and efficiency of public policy.

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MODEL OF CAPITAL STRUCTURE FOR SMALL AND MEDIUM ENTREPRISES IN BANDUNG CITY

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Introduction

Small and medium-sized enterprises are among the supporters of economic growth in Indonesia. Their credibility has been tested at the time of economic crisis several years ago. However, the problems faced by small and medium enterprises have not changed.

The problem that is still faced by small and medium enterprises is about the aspect of capital. Capital owned by small and medium enterprises is very limited, both the amount and access to obtain it.

Small and medium businesses get capital in the easiest way through loans. The source of such capital loan is obtained from individuals or other financial institutions, such as banking.

With the capital loan, the capital structure of small and medium enterprises will also change. Initially, capital is only sourced from internal or owner but with the existence of the capital loan then the proportion between internal capital and external capital will be formed. Comparison

between internal and external capital is what will then form the capital structure.

Therefore, the decision of small and medium enterprises to obtain capital loans should be considered. Appropriate capital loan decisions will form an optimal capital structure, and incorrect decisions will lead to a non-optimal capital structure that will impact on the continuation of the small and medium-sized businesses.

Methods

Type of this research is descriptive analysis and verification with quantitative approach. The population in this study is SMEs in Bandung based on data from the Department of KUKM, Industry and Trade Bandung, which totaled 4,531 SMEs. Total sample to be taken is as much as 100 SMEs.

This study uses primary data and secondary data. Primary data was collected through questionnaires and interviews on the subject to be studied are small and medium entrepreneurs in the city of Bandung. Secondary data is data obtained from the Central Statistics Agency Bandung, download

through the Internet, as well as information such as the archives of the Department of Industry and Trade of Bandung.

Data analysis methods used in this study is a quantitative analysis method, in which to achieve the first objective is to analyze the influence of the size of the company (firm size), liquidity, sales growth, profitability, and asset structure of the company's capital structure is to use regression analysis.

Model relationships between these variables can be arranged in a function or equation as follows:

$$DER_{it} = \lambda + \gamma_1 SIZE_{it} + \gamma_2 CRI_{it} + \gamma_3 SGI_{it} + \gamma_4 ROE_{it} + \gamma_5 TANG_{it} + \gamma_6 DUM_{it} + \mu_{it}$$

Conducted to measure the accuracy of the sample regression function in assessing the actual value statistically, at least it can be measured by the coefficient of determination, the value of F statistics and statistical values t .

Results/preliminary result/critical review

The estimation results of the model equations Capital Structure demonstrate the value of test F-statistic of 72.70207 with a probability of F-statistics of 0. The F-table

obtained amounted to 2.20 (with DF1 = 6; DF2 = 94; $\alpha = 5\%$).

Thus it can be seen that the value of F-statistic of $72.70207 > 2.31$ (F-table) and a probability value of F-statistics of $0.0 < 0.05$ (F-table). Based on these results, a decision that can be taken is H_0 . By rejecting H_0 , meaning it can be interpreted that the variable firm size (SIZE), liquidity (Cash Ratio), sales growth (Sales Growth), profitability (ROE), the structure of assets (TANG), and legal entities (LE) effect simultaneous to variable capital structure (DER) of SMEs in Bandung.

Based on the test results of this research can be known variables that make up the capital structure of SMEs in the city of Bandung is the size of the company, the company's growth and profitability. Firm size affect positively on the capital structure. The larger the size of the company it will be easier for businesses to obtain the debt. This means that the size of the company can be used as a basis for determining the amount of the debt to be obtained. Small-scale enterprise will acquire a debt that is less than the large-scale enterprise.

While the growth of the company, in this study was measured using the sales growth, the results showed that had a negative effect on the capital structure. Companies that have increased the value of sales always have the confidence to not obtain loans from

external parties. Due to the high sales show that they have a source of internal funding, which comes from income, which could be used to guarantee the operational fund operations. So as a source of funding from external parties, namely in the form of debt is no longer needed. With sales growth continues to increase, the debt is not required so that the numbers will continue to decline. Therefore it can be said that the company's growth can be used as variables that determine the company's capital structure, particularly on SMEs in Bandung.

And lastly, the variables that can determine the capital structure is profitability. By looking at previous descriptions that companies with high sales growth will generate higher profits anyway. Increasing profit would be an indicator of success of the companies concerned so as to enhance the confidence of creditors to continue providing loans. The larger the profits, the acquisition debt provided will be greater. This is considered as a basic bias that profitability is a variable that can determine the capital structure of SMEs in the city of Bandung.

Conclusions

Factors that may determine the capital structure of SMEs in Bandung consisting of company size, growth, and profitability. The

influence of the variable firm size, liquidity, growth, profitability, asset structure and legal entities on the capital structure included in the category of strong influence

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ENHANCING LOCAL-OWN REVENUES: PROBLEMS AND CHALLENGES

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Introduction

Since 2001 Indonesia has embarked on a program of fiscal, administrative, and political decentralization at the same time; moving the country from one of the most centralized systems in the world to one of the most decentralized. Many new regions have been formed after the reform, which brought about the term of “Big Bang” of decentralization. There are three main objectives of decentralization according to the laws, namely, improving public services, improving people’s prosperity, and improving the regions competitiveness.

In accordance with the principle of *money follows function*, decentralization does not only have a political and administrative meaning but also a fiscal one, which is known as fiscal decentralization. Fiscal decentralization regulates the financial relation between the central and regional governments, which is reflected, among other things, in the structure of local revenues which comprises local own-revenues (PAD),

transferred revenues, and other legal local revenues. Fiscal decentralization does not only regulate the financial relation between central and local governments (among other things, in the form of transferred revenues) but also demand the regions to improve their creativity in collecting funds for financing local expenditures according to their needs (self financing). One of the forms of self financing is to keep the contribution of local own-revenues, whether it comes from the sectors of local taxes, local charges, or other legal local own-revenues, showing an increasing trend to local revenues. Good contribution from local own-revenues to local revenues also indicates that it is an advanced and independent region.

A is one of regencies in B Province which quite highly depends on National Revenues and Expenditures Budget. Data of the last three years (2011-2013) shows that the proportion of balancing fund to local revenues was 80.6%. Meanwhile, the proportion of local own-revenues shows that

the average self financing power was 6.57% over three years (2011-2013). 12.83% of other contributions came from the transfer from the provincial government and other legal local revenues.

The problem statement is focused on (1) identification of the problem in collecting local own-revenues and (2) optimization strategies to increase local own-revenues. The research objectives are to identify the obstacles faced by the local government in increasing the local own-revenues and to identify the efforts which can be made to increase local own-revenues

Methods

This research used the qualitative method with a case study approach in Regency A. The data used in this research were collected from multiple sources, such as interviews, observations, documents of financial data of Regency A. A case study research involves the study of an issue explored through one or more cases within a bounded system (i.e., a setting, a context). The data were analyzed through description of the case and themes of the case as well as cross-case themes in order to understand problems and challenges in enhancing local-own revenues in Regency A.

Result

Central Government has given an authority to local governments to manage their local own-revenues, which shows their independency in managing local autonomy. Some specific problems in optimizing local own-revenues faced by Regency A are as follows.

1. Taxpayers who provide the biggest contribution to local revenues derived from state-owned enterprises, while the taxpayer derived from the local population is still low.
2. Local government has not been able to optimize potential of tourism.
3. There is dependence on the mining of natural resources as one of the main sources of livelihood of local residents
4. The database is weak
5. There are some obsolete regulations of the determination of charge tariff which need a review.

The mandate of Law Number 28 of 2009 on Local Taxation and Charges gives a chance to the regions to perform a more optimized collection. On the other hand, A has the potential to increase its local own-revenues, especially from the sector of tax revenues because its GRDP is higher than that of other regencies/cities in B Province. GRDP closely relates to local taxes because it can depict the people's economic activities. If a region has a high economic growth rate, it certainly will become the potential of tax

revenues in the area. Based on the reason, the strategy for optimizing local own-revenues must be driven towards the development of the areas, which can stimulate the people or other parties who have activities in the area of A.

The most serious challenge faced by A is local people's behavior, among other things, difficulties in fostering creativity, because most of the people work in the mining sector, which does not demand high creativity. Meanwhile, the increase of local own-revenues highly depends on the creativity of local governments and the people. Therefore, the following efforts can be taken to increase local own-revenues. First, encouraging the local government to make urban-biased policies through tourism sector, micro, small, and middle enterprises sector, improving bureaucrats' capacities and optimizing investment cooperation. Second, enhancing public education in order to create diversified livelihood and to provide insight to the public about the importance of participation in development. Considering the condition of the people of A who are mostly miners, there is a need to diversify their livelihood. This is because the activities of mining may bring about negative impacts in social, cultural, and environmental fields. In the environmental field, the impact is the environmental damage that needs a high cost for reclamation. Meanwhile, in the

sociocultural field it leads to high dependency to tin, pragmatic life attitude and the lack of creativity of the people in diversifying their livelihood. A cultural change needs a continuous and consistent effort. It can be done directly through socialization and education, and indirectly through structural development and social process

Conclusions

Basically, the main cause of the low contribution of local own-revenues to local revenues is the lack of competence of local governments in responding the policies of the central government which leads them to apply urban-biased policies. Strategies to increase local own-revenues relate to the ability of local governments in optimizing the development by utilizing the potential and strength of local economy. The growth of the potential and strength of local economy will activate sectors of local economy which eventually will become potential sources of local revenues. Hence, the key word for the increase of local own-revenues is optimization of regional development

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CHANGES TAX CULTURE TO INCREASE TAX REVENUE; STUDY ON PROPERTY TAX IN BANDUNG

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Introduction

Local taxes are one of the potential powers in almost all regencies/cities in Indonesia, including in Bandung City, as one of metropolises in Indonesia. Over a period of last three years(2013-2015)the contribution of the sector of local axes has been increasing with an average of 27.18% to local own-revenues (Reports on Performance of Government Agency [LKIP] of the Tax Service Office of Bandung City, 2015).

To increase various revenues of the tax sector, some strategies for managing local taxes have been developed through the delegation of fiscal authority to local governments, the efficiency of the revenue administration (Talienco; Chijoriga, 2012), the broadening of the tax base, the enhancement of tax payers education, the improvement of tax collection (Chijoriga, 2012), tax awareness and obedience (Chau and Leung, 2009; Widodo, 2010; Khaerunnisa and Wiratno, 2014).Determination of the strategy for managing local taxes needs to consider the

intrinsic aspect like tax culture in order to find out individuals' basic motivation in paying taxes and to understand taxable subjects' behavior pattern. Hence, it can be determined the strategy for managing local taxes which is able to enhance tax awareness.

Studies on tax culture conducted through previous researches focused on working relationship between taxable subjects and the treasury in the tax system. Tax culture has been studied particularly to find out its influence on taxable subjects' obedience (Khaerunnisa and Wiratno, 2014). Chuenjit (2014) revealed that tax culture is a crucial factor in a tax organization. Tax culture affects the behavior pattern in the tax system and hence, without considering tax culture, the level of tax compliance will not be achieved.

In reference to that matter, Chau and Leung (2009) added tax culture, apart from four other groups, i.e. demographic, noncompliance opportunity, attitudes, and perceptions as the factors of behavior model of tax obedience according to Fischer.

Likewise, a research conducted by Alm and Torgler (2004) has found that there is a difference between tax compliance in the United States and Europe. The United States has the highest tax compliance compared to European countries due to the democracy system based on an active participation role in the political process in the United States that is able to enhance the public's loyalty to their country.

Considering the important role of tax culture, particularly in tax compliance, then the focus of this paper is tax culture related to one of local taxes managed by regencies/cities, that is, Rural and Urban Land and Building Tax (PBB P2). This paper would analyze the relationship pattern between the treasury and taxable subjects, therefore the obstacle in the collection of PBB P2 can be found. The research result can be used as the material in the formulation of policies as the strategy for managing Land and Building Tax of Bandung City.

Methods

This research used the qualitative method a case study approach was used for in the collection of land and building tax. The data used in this research were collected from multiple sources, such as interviews, observations, documents of financial data of the City Government of Bandung. Case study research involves the study of an issue

explored through one or more cases within a bounded system (i.e., a setting, a context). The data were analyzed through description of the case and themes of the case as well as cross-case themes in order to understand tax culture in the collection of land and building tax.

Preliminary Result

Tax culture is the overall formal and informal interactions in an institution, which link the national tax system with the relationship practice between tax apparatus and taxable subjects, which is historically instilled in national culture, including dependence and ties caused by continuous interaction between them (Widodo, 2010:12). Some experts have proposed that tax culture closely relates to the culture of a country (Nerre, 2002 and Chuenjit, 2014).

There are two approaches in learning tax culture, which have been conducted by some experts since 1940s. The first is the research which is based on taxable subjects as the analysis unit. The second is the research which is based on the treasury/tax collectors as the unit analysis. This section would explain the preliminary result of the study on tax culture in the collection of PBB P2 with the analysis unit of the treasury, that is, the PBB P2 division at the Office for Management of Local Revenues (BPPD) of Bandung City.

PBB P2 is one of two types of taxes which were initially managed by the Central Government, but since 2009 their management has been delegated to Regency/City Governments. This delegation of authority is the largest mandate of taxes received by local governments because PBB P2 has the largest number of taxable subjects compared to other local taxes, achieving 531,233 taxable subjects (in 2014) with the contribution of revenues of 25.71% to the total of local taxes. The City Government of Bandung has organized the institutions, regulation, and facilities to respond to this policy and since 2013, officially BPPD has managed PBB P2. BPPD is able to respond to this policy with a full support from its employees and a good information system.

Characteristics of residences of a region may affect regulation on the management of PBB P2. An interview with the Head of Subsection of PBB P2 has revealed that regions have local wisdom in settling the problem of PBB P2 in their regions. The example is the problems related to the file of relief or even waiver of PBB P2 in Bandung City. On average the file is submitted by retirees and elderly people who have objections to the tariff of taxes imposed on them. This condition indicates that not all taxable subjects of PBB P2 are able to pay taxes, as in the case of majority of other types of taxes (such as hotel tax, restaurant tax,

entertainment tax, etc.). Other types of local taxes are usually imposed based on the transaction between consumers and taxable subjects, while PBB P2 is imposed on objects of personal properties. Therefore, there are the provisions of reduce and waiver of owed taxes and reduce and also reduction and waiver of sanctions. Hence, PBB P2 becomes one of the types of taxes which have the most number of management provisions because of the complexity of its management.

Evidence of payment of PBB P2 becomes the base for the sale purchase transaction of land/building. Frequently, this condition leads to the emergence of cases such as the filing of new taxable subjects, but after examined, the land filed as the object is in dispute. This condition causes the determination process of new tax objects has a specific research mechanism compared to other types of taxes.

Conclusions

The study of preliminary result related to tax culture of PBB P2 can find out the relationship pattern between the treasury and taxable subjects and also the obstacles in the collection of PBB P2, such as files for relief or even waiver of PBB P2, manipulative cases of data for the sale purchase transaction of land/building. In order to anticipate those matters, the City Government of Bandung has stipulated some regulations on PBB P2 that

can enhance the PBB P2 awareness and compliance.

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EVALUATION POLICY IMPLEMENTATION ON THE COASTAL AREA AND SMALL ISLAND MANAGEMENT: A CASE STUDY OF GILI MATRA WATER PARK IN WEST NUSA TENGGARA, INDONESIA

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Background

The urgency of the existence of a public policy as the legal umbrella for an integrated management of coastal areas and small islands (Integrated Coastal Management - ICM) in Indonesia is very urgent and absolutely necessary. This is due to a number of strategic reasons with political, economic, social, environmental and defense-security backgrounds. In addition, there is also problem relating to the overlapping of authority faced in its management.

Law No.27 of 2007 amended by Law No.1 of 2014 is the legal basis for integrated coastal zone management (ICM), which is inseparable from the follow up measures of United Nations Conference on Environment and Development (UNCEAD) in Rio de Janeiro, Brazil in 1992. One result is the Agenda 21 Chapter 17 Program (a), which implicitly mentions coastal management based on the concept of 'Integrated Coastal Management', that is integrated and

sustainable coastal management, including within the exclusive economic zone (ZEE).

As the largest maritime and archipelagic country in the world, Indonesia has a marine area of 5.8 million square kilometers and 17,480 islands surrounded by 95,181 kilometers of coastline. The beach is the fourth longest beach in the world after the United States, Canada and Russia. Coastal areas can be one source of new economic growth, such as the development of marine tourism potential that can increase the income of surrounding communities and create jobs (Dahuri,2009). But the beaches along the length of it can not be optimized in an effort to increase income and job creation like coastal community. This fact is very striking when compared with the State of Queensland in Australia whose long beaches only 2,100 kilometers can earn foreign exchange from tourism about USD 2.1 billion a year (Dahuri,2009).

Of the 16.42 million people in coastal communities living in coastal villages, about

32 percent of them live below the poverty line (Ditjen Kelautan, Pesisir dan Pulau-Pulau Kecil, 2007). Based on these issues, the date of July 17, 2007 legalization of Law Number 27 of 2007 on the Management of Coastal Areas and Small Islands. The regulation gives new hope and strategic value for the development of coastal areas and small islands in Indonesia. It is said to be strategic, because the coastal areas in Indonesia have developed into a region with a fairly rapid growth. The coastal areas can provide space with high accessibility and relatively cheap (Dietrich Bengen, 2010). But behind the strategic economic value of supporting economic development, coastal areas are highly vulnerable to changes, disturbances and pollution by humans or naturally or in combination. Human activities and increased population pressure on the environment that does not pay attention to environmental conditions have led to an increase in coastal damage in Indonesia (SLHI, 2010).

The main policies set forth in Law Number 27 Year 2007 include management planning, ecosystem use, coastal waters rights, conservation, protection of indigenous peoples' rights, and coastal disaster mitigation. With policy coverage that touches the environmental management of coastal areas and small islands, it is expected to ensure the sustainability of coastal

ecosystems and small islands, which at the same time can improve the welfare of the community and maintain the integrity of the Republic of Indonesia.

Problematic coastal areas and small islands intertwine between economic, socio-cultural, legal and political issues, so that it is not easy to decipher longstanding conflicts of interest. Given the policy points set forth in Law no. 27 of 2007 is very wide, so this research is given limits on the implementation of waters conservation area by taking the object of Gili Matra Water Park (TWP) research in the District of North Lombok, West Nusa Tenggara Province. Gilimatra consideration is used as the object of research, because the management of this Aquatic Park represents the implementation of management of coastal areas and small islands in an integrated, transparent and participative manner, in accordance with Law No.27 of 2007.

In the public policy literature, public policy evaluations are differentiated into two types (Mustopadidjaja, 2003). First, the type of outcome evaluation, ie research based on policy objectives. Second, the type of process evaluation, an evaluation research based on implementation guidelines and technical guidance. Policy evaluation is not only to see the results or impacts, but also to see how the implementation process, whether in

accordance with technical guidelines and established. The measure of the success of the implementation of a policy is the suitability between the implementation process and the established guidelines.

Evaluation of the policy can be done at the stage of monitoring, supervision and accountability. In the context of oversight, policy evaluation should be able to provide objective information on the level of achievement of policy implementation within a certain timeframe or deviations that occur and recommendations on follow-up findings of supervisory findings.

Based on the facts, it is concluded that the handling of problems related to coastal areas is so important and urgent, it is necessary to conduct research on the evaluation of public policy contained in Law 27 of 2007. Is the existence of this law, the problems in the coastal areas and small islands that have been happening already can be overcome ?.

Research Methods

The research was conducted at Gili Meno Water Park, Gili Air and Gili Trawangan (Gili Matra), which is administratively located in Gili Indah Village, Pemenang District, North Lombok Regency. The study used descriptive and causal methods from Langbein (1980). According to

Langbein, descriptive method is more directed to the type of research process of public policy implementation. While causal method more lead to research outcome of public policy implementation.

This research is done by using documentary research method and field research method. The analysis is done in two ways, namely: interpretive understanding analysis, which is used to provide arguments and / or scientific critics to interpret the research data obtained through in-depth interviews from resource persons based on the values adopted during the process of policy formulation that is running. And content analysis is used to analyze secondary data in the form of documents from the results of public consultation and minutes of the meeting when the process of public policy formulation, research results and other written information.

Result

From the results of research identification, the findings can be found that the importance of stakeholder involvement in the policy targeted areas The involvement of stakeholders who are actualized through the Stakeholder Coordination Forum (FKPK) of Gili Matra Water Park, has encouraged the realization of a collaborative management implementation involving all stakeholders.

Although the legitimacy is not as strong as the Regional Regulation on the Plan for Zoning of Coastal Zones and Small Islands (RZWP3K), it can accommodate the application of participatory principles and transparency in the management of coastal areas as required by law.

The Forum (FKPPK) succeeded in encouraging responsiveness to address strategic issues such as rehabilitating coral reefs by relevant stakeholders; the cessation of fishing methods that destroy marine ecosystems by the fishing communities themselves. High responsiveness is shown by target groups who benefit from policy, among others, tourism entrepreneurs because they have certainty in investing; traditional fishermen who are compensated by not catching fish at dive sites.

Although collaborative management implementation can mobilize community participation, but the existence of Local Regulations on Zoning Plan of Coastal Zone and Small Islands (RZWP3K) is still needed as a stronger legal foundation. The importance of collaborative management is necessary because it can build a common perception and equality among stakeholders. Acceleration of the drafting of the Regional Regulation concerning the Plan of Zoning of Coastal Zone and Small Islands (RZWP3K) can actually imitate the preparation of RT /

RW with the assistance of the Regional Spatial Planning Coordinating Board (BKPRD). This adhoc body was formed based on the Minister of Home Affairs Regulation No. 50 of 2009 on Guidance Coordination of Spatial Planning Area.

Conclusion

The issuance of the Regional Regulation on Zoning of Coastal Areas and Small Islands (RZWP3K) by the District of North Lombok remains a must, although the district has enacted regional regulation no. 9 of 2011 on Spatial and Regional Planning (RTRW) of North Lombok Regency in 2011-2031 and West Nusa Tenggara Provincial Regulation No.2 Year 2008 on the Management of Coastal Areas and Small Islands.

Law No.27 Year 2007 on the Management of Coastal Areas and Small Islands (WP3K) requires the local government to issue a Plan for Zoning of Coastal Areas and Small Islands (RZWP3K). This is in line with the principle of decentralization. Therefore all stakeholders in Gili Matra should be directed to encourage the issuance of the Plan for Zoning of Coastal Areas and Small Islands (RZWP3K), as a reference and legal basis for the direction of resource use Coastal Areas and Small Islands (WP3K) in provinces and districts/cities.

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LEGAL UNCERTAINTY OF ISLAMIC PERSONALITY PRINCIPLES BY SUPREME COURT CIRCULAR LETTER NUMBER 8 YEAR 2010

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Introduction

Sharia economic system grew rapidly in the early 1970s. The development of sharia economy is a critique of the existing economic system at that time which disregarded the importance of social welfare; consequently, the development was partially felt by certain circles.

Extra judicial competence of Religious Court in Indonesia is as a result of the development of Islamic economic system. At least, it leaves a polemic on the uncertainty itself due to legislation overlapping. For instance, rules clash based on judiciary competence against the revocation/execution of the Decision of the National Sharia Arbitration Board. In this case, at least there are two different Laws; Article 59 paragraph 3 of Law Number 48 Year 2009 on Judicial Power (referred to as the Judicial Power Law) which regulates the execution / revocation of the Decision of the National Sharia Arbitration Board is the

competence of the General Court Article 1 of Law Number 50 of 2009. The other one is Article 49 of Law Number 3 of 2006 which refers to the Religious Judicial Law implicitly regulating the competence of the Religious Courts. Finally, the Supreme Court issued Circular Letter Number 8 year 2008 which emphasizes on the Religious Courts. Those are fit in the case of the revocation/execution of the National Sharia Arbitration Board Decision; however, in 2010 the circular letter was declared invalid and replaced by Circular Letter of the Supreme Court Number 8 Year 2010 (abbreviated to the Circular Letter of Supreme Court) which is in the contrary with the basis of Article 59 of Law Number 48 Year 2009. The existence of these two letters indicates the Court's own hesitation to determine the competence of annulment of the National Sharia Arbitration Board Decision.

Therefore, this paper tries to analyze the rules clash; then, it seeks for the solution

regarding to the competence of the revocation of Sharia Arbitration Board decision and whether it is right that a circular is addressed to a judge in his capacity as a judge when in fact, a judge should be independent.

Methods

In order to answer the research questions, normative research was applied with legislation approach, conceptual approach, case approach and historical approach. The legal sources in this paper consist of legislation, scientific journals, textbooks, and judges' decisions which are then analyzed qualitatively.

Critical Review

Independent judiciary can be considered as a reflection of *Universal Declaration of Human Rights*, and International Covenant on Civil and Political Rights which regulates independent and impartial judiciary. All those elements have been accommodated in the 1945 Constitution of the Republic of Indonesia and passed down in the Law of Independent Judiciary. The subjects of independent judiciary in Indonesia are Supreme Court with its judiciary institutions underneath (General Justice, Religious Justice, Civil Court of Justice, and Military Justice) and Constitutional Court.

Two judiciary institutions that often experience competence overlapping are Religious Justice and General Justice. The overlapping means there is clash of regulation to judge the case of verdict execution/revocation of National Sharia Arbitration Board, in which in Article 59 section (3) of Independent Judiciary Law, this becomes the competence of district court under the scope of general justice. Meanwhile in Article 49 of the Law of Religious Justice, it implicitly emphasized that verdict execution/revocation of National Sharia Arbitration Board is their competence, by taking base on Islamic personality principle which becomes the case characteristics of Religious Justice.

If the clash occurs, it must be based on legal principle which is *lex specialis derogat legi generali*. Therefore, a deeper study is needed that is one from *lex specialis* and one from *generalis*.

Based on Article 7 section (1) of Law Number 12 Year 2011, Law of Independent Judiciary has vertical relation with the 1945 Constitution of the Republic of Indonesia and Decree of People's Consultative Assembly (MPR), also horizontal relation with the law of independent judiciary subjects such as Law of Supreme Court, Law of General Justice, Law of Religious Justice, Law of Civil Court of Justice, Law of Military Justice, and Law of Constitutional Court. The emergence of

Law of Independent Judiciary is inseparable from the amendment of the 1945 Constitution of the Republic of Indonesia, and in order to make its regulation more comprehensive, this law replaces previous Law of Independent Judiciary. Amendment is also conducted toward Law of Religious Justice including additional competences for Religious Justice. It aims to adjust it with legal development and people's legal needs of the implementation of sharia principles in economic activities.

It says that history of Indonesian Religious Courts as one of the executors of judicial power has been established for long time, as long as existence of Islam in Indonesia. This is in accordance with what Eugien Ehrlich says that "... good law is a law in accordance with the laws of the people". Positive law is only effective when it is aligned with the living laws of society, in anthropological terms it is known as cultural patterns.

Judicial Power Law is a general rule governing the exercise of judicial power while the Religious justice law is particular arrangement on the exercise of judicial authority by the Religious Courts. Related to the revocation of National Sharia Arbitration Board decision, the case becomes the absolute competence of Religious Courts since the dispute filed in the National Sharia Arbitration Board is a dispute that occurs in a

legal relationship based on sharia principles. The use of Sharia principles in a legal relationship is characteristics of the Islamic principle which is the absolute competence of the Religious Courts. From those explanations, it can be categorized that *lex specialis* is the Law of Religious Court while *lex generalis* is the Law of Judicial Power.

Therefore, it is clear that the Supreme Court Circular Letter Number 8 of 2010 contradicts with the principle of *lex specialis derogat legi generali*. The next question is, whether the judge is required to follow the circular letter?

The judge has double role; as a judge, he/she must study, follow, and comprehend the values of law and sense of justice that live in society. On the other hand he/she is a state official under the Supreme Court and must obey the rules in his/her institution. Therefore, it is common for the Supreme Court to issue a circular for judges under its jurisdiction.

In the circular letter, it "ordered" the judge under his jurisdiction to examine and adjudicate the case of the implementation of the decision of the National Sharia Arbitration Board in the district court under the general court environment under Article 59 of Law Number 48 Year 2009. In fact, in making a decision, the judge must be independent and upholds justice. It might be worse if the circular letter is attached to the

duties of the judge as a judge, thereby reducing the independence of the judge in examining the case.

Conclusion

Conflict of rules in judiciary competence can be solved by *lex specialist derogat legi generali principle*. Particularly, *lex specialis* is Law Number 3 Year 2006 and *lex generalis* is Law No. 48 Year 2009. Circular Letter of the Supreme Court Number 8 Year 2010 has violated the independence of judges to examine and adjudicate a case, hence, the circular letter shall be disregarded.

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INTERNET MEMES: REPRESENTATION OF INDONESIAN POLITICAL CULTURE IN JAKARTA GUBERNATORIAL ELECTION 2017

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Introduction

The election of Governor DKI Jakarta 2017 received considerable attention from the society in Indonesia. Many opinions say that the election of the Governor, like the presidential election because of 'hot temperature' political at that time. This condition has brought a tremendous change to the political culture in Indonesia, reflected in the behavior of the community both as a successful team and as a supporter of the three candidates for the Governor. This behavior is reflected in the behavior of public communication, especially in social media along with the development of information technology and the media today. One of the communication behavior of trend is communicating with use Internet Memes. This meme appears very rampant ahead of the 'Pilgub' campaign of DKI Jakarta 2017, and

increased to the quiet period and the election in the second round. The term meme is not a modern term recently coined by users of social media (Grundlingh, 2017, p. 1). Meme is not only used for joking or just humor in social media but contains political messages that can impact on social groups. Shifman has said memes may best be understood as pieces of cultural information that pass along from person to person, but gradually scale into a shared social phenomenon. Although they spread on a micro basis, their impact is on the macro level: memes shape the mindsets, forms of behavior, and actions of social groups. (Shifman, 2012, p. 18).

Competence of such figures has long not appeared in Indonesia. The person who picked it up is someone who is considered to give a 'benefit' to a few people. Unwittingly, successful activists / teams join in supporting

and shaping the image of candidates brought in campaign activities. Awareness of conscious activists / teams is evolving towards the campaign 'unhealthy', blasphemous opponents and exaggerated image. This condition is exacerbated by the lack of Indonesian people who understand the politics and awareness of the importance of selecting a truly competent leader who can protect the community. In addition, some Indonesians are in a state of 'unconscious' in the midst of a developmental situation of symbolic consumerism and hedonism, a valuable cultural heritage tends to be forgotten, Hoed (calling it the 'cultural amnesia'.) The new symbol grows along with the flow of globalization. One of which appeared in the form of memes about the elections of DKI.

This research aims to reveal the form of popular and growing political culture during the election of Governor DKI Jakarta Indonesia in 2017. This is evident of the conversation in various social media, especially instagram used to load memes from three pairs of candidates for Governor. Therefore it is necessary to analyze the symbols and meaning of an image (memes) which is posted in media (instagram) during the Governor election campaign. The memes that have been posted on hastag #pilgubdki is one of the efforts to seek attention in winning.

Memes in social media, especially instagram increasingly ahead of elections held. Memes are filled with symbols that represent a culture and this research is closely related to semiotics research.

Methods

This research used qualitative tradition with critical paradigm and critical discourse theory which is done based on meme image spread in social media instagram especially #pilgubdki. This study explores the symbolic meanings of the meme image using Roland Barthes's semiotics analysis method and through a brief analysis of memes are "Debat Pilkada Jakarta ke-2: Pilkada DKI" and memes "Mesan Kobokan Doang", have been found various implicit meanings. The study of memes by semiotic method was also proposed by Sara Cannizzaro in her journal entitled "Internet memes as internet signs: A semiotic view of digital culture" (Cannizzaro, 2016, p. 562). Cannizzaro proposes an outline of work for internet memes and its application as well as text analysis in new media communications. In relation to the proposal, this research took a semiotic method with the aim of dismantling the meanings on political memes so that found the representation of political culture in Indonesia especially in the election period of Jakarta Governor 2017.

Results/preliminary result/critical review

Meme in circulation represents hyperrealitas culture and political culture of the image of the candidate carried without looking at the competence of leaders in various aspects. In addition, the signification on the meme is also implicitly propaganda in weakening or lowering the image of his political opponent, all that is packed in memes that look funny. Based on the memes post clearly visible political condition of Indonesian society in crisis condition, crisis of upholding of noble values, crisis of harmony between groups, even religion. This crisis appears in the memes post on various instagram accounts so that it have been manifests into a habit of insinuating, mocking and even insulting political opponents. Insults against political opponents and people who criticize or oppose their candidates are still going on today, those who contest their candidates are labeled with negative labels and epithets, not only political opponents who are labeled negative but also Community (netizens) who are in opposition to their candidates. The condition of giving each of these negative nicknames seems to be a feud that has not ended until today in social media, especially at instagram. In the end the symbols on memes are taken by netizens in instagram differently and eventually become "discourse battles" for the netizens supporting each candidate pair.

Conclusions

Since the election of governor of DKI Jakarta 2017, inter-religious harmony, between tribes and groups broke out. Harassing, insulting political opponents into a habit in social media. Excessive support for the governor candidate grows into an excessive fanaticism. Excessive fanaticism is seen until now and can not accept the defeat of election results of the governor (pilkada). This kind of fanaticism which expresses hatred towards one group continues to this day. This is expressed through the work of internet memes that are insulting and abusive.

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SOCIO-ECONOMIC DYNAMICS OF STREET VENDORS IN BANDUNG

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Introduction

The informal sector is a general symptom appears all over the world, particularly in developing countries. The existence of the informal sector is often linked to the problems of urbanization, unemployment, and poverty (Manning and Tadjuddin, 1991; Rachbini and Hamid, 1994). Widodo (2005) stated that 30-70% of workforce population in urban areas work in this sector. The informal sector is the one that is unorganized, irregular, and mostly legal but unregistered (Widodo, 2005). In Indonesia, the number of workers in the informal sector has a very large percentage, reaching 70% (Ernawi, 2010).

Among various occupations in the informal sector, the one with the most dominant and prominent activities is the street vendors. The presence of street vendors, in quite a large number, has dominated the fulfillment of the needs of the lower-middle class. Besides that, the street vendor is a business type of the informal sector which is

often touched by the policies of the city government (Rachbini and Hamid, 1994:87). The number of street vendors in Indonesia in 2013 was 23.4 million, scattering in all cities in Indonesia (*Koran Tempo*, Friday 1 March 2013). Some cities that experience a progressive growth of street vendors are Bandung, Surabaya, and Jakarta. The number of street vendors usually increases prior to the Ramadan and the school holidays. In addition, the complete, updated, and consistent data on street vendors are not available. Many cities even do not have the most basic data such as the number of street vendors in their regions in a time. If the government has no knowledge of the number of street vendors, who they are, and also has no understanding of the life system undergone by street vendors, it will be hard for the government to define the real problem related to street vendors and as a result, it will be difficult to formulate an appropriate and effective solution. The unavailability of the data and information has also made some

local governments tend to underestimate the presence of street vendors and it makes the policies not on target. Therefore, this article would map socio-characteristics of street vendors in order that it becomes the base for the making of policies on street vendors.

Methods

This research applied the quantitative method aiming to map the socio-economic characteristics of street vendors in Bandung City. The researchers conducted a survey on 100 street vendors located at the red zone. The process of sample drawing was conducted by using the technique of stratified random sampling through two stages (two stage cluster sampling), namely:

1. Conducting the first stage random to determine the number of street vendors in Bandung City which became the sample study area.
2. Conducting the second stage random to determine the number of street vendors who became the respondents of each region which became the sample study area.

Preliminary result

The economic problem (monetary crisis and rare job opportunities) and urbanization are still relevant factors to explain the growing number of street vendors in Bandung City. It appears in the high

number of street vendors coming from other regions and the increase in the number of street vendors after the 1998 economic crisis. This phenomenon indicates that the studies that relate street vendors and manpower are still relevant to explain the problem of street vendors.

Viewed from the socio-economic characteristics of street vendors, it appears that education level, earnings, and the business typology of street vendors are getting more varying. If previously street vendors were often considered small scale business and identical to the urban poor groups (Kartono, 1980; Sethurahman, 1981; Firdausy, 1995), nowadays we also find street vendors who come from highly-educated circles (high school and university), with big capital, big earnings, and modern business means like motorcycles and cars. Likewise, consumers of street vendors have been spread among the middle classes through high quality products with quite a high price (hundreds of thousands to millions rupiahs). This finding indicates that the profession of the street vendor is not only made as the means to earn the livelihood/to meet the basic needs but also as a strategy to develop the business of the owners of capital and goods. Therefore, if street vendors are mapped based on their turnover, there are categories of “true” street vendors, independent street vendors who make their living depend on the

earnings of street vending, and “businessman” street vendors, those who have a turnover exceeding the criteria of small enterprises.

Conclusions

The problem of street vendors cannot be handled with a uniformed policy. Street vendors with small business capital and a low business turnover need some protection in order that they are able to develop their business, such as capital aid, soft loans, and skill improvement. Meanwhile, street vendors with a high turnover should be transformed into traders of the informal sector.

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THE ROLE OF THE GOVERNMENT INTERNAL AUDITOR IN FRAUD RISK MANAGEMENT: A CASE STUDY IN LOCAL GOVERNMENT OF GUNUNG KIDUL AND SLEMAN YOGYAKARTA PROVINCE

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Introduction

The main purpose of risk management was previously to maximize company value by anticipating from the possibility of bankruptcy (Smith and Stulz in Purnanandam, 2007). Risk management was such a part of hedging activity to shift the company's risks. (Purnanandam, 2007). Finally, the risk approach used in risk management has been continuously evolving and has been adopted in public sector risk management in USA (Hofmann, 2008) and Scotland (Hood and Kelly, 2007). Risk management has also been implemented in Korea when *Enterprise Risk Management* (ERM) had been introduced in public sector company since 2007 (Kim, 2013). According to COSO (*Committee of Sponsoring Organizations*), risk management is a process, which all levels and components of organization dedicate their commitment to providing a *reasonable* assurance of its organizations' goals (Turlea and Stefanescu, 2009). Therefore, all the organizations'

strategies have been set to overcome all risks that destroy organizations' goals.

One of the risks that can thwart the organizations' goal is the fraud risk. Generally, fraud is an illegal act by an internal member of an organization or an external person in order to get individual and collegial profits which cause financial damage to other parties directly (Diantika, 2015). ACFE (The Association of Certified Fraud Examiner) has classified fraud into a "fraud tree", which is known as Uniform Occupational Fraud Classification System (ACFE, 2004). Fraud appears in many types includes corruption of bureaucratic staff that directly caught (OTT) by KPK (Corruption Eradication Commission). Recently, there has been an emerging fraud cases such as OTT in Constitutional Court of Indonesia and legislative of Mojokerto regency, bribery cases of governor of Banten province, Head of Klaten regency, governor of Bengkulu province, corruption case of E-KTP with the

amount of Rp 2 Triliun, bribery case of BPK (Supreme Audit Agency), and other fraud cases.

Based on that phenomenon of fraud, it is fair if it appears a question of the role of a government internal auditor in preventing fraud cases. Muchlmann et al. (2010) states that the internal auditor should be alert in auditing of fraud high-risk areas. Fraser (2011) also states that the internal auditor must focus its audit in areas that have great possibilities of fraud by a risk based audit approach. Douglas et al.(2013) states that according to the three line defense model, the internal auditor has to assure that fraud risk management has been implemented effectively. The Institute of Internal Auditor (2007) in Sadler et al.(2008) states that internal auditing is an assurance function of risk management to ensure management obtain a holistic view of risk management strategy implementation. The full definition of internal auditing according to IIA states that internal auditing is

"an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes."

The government internal auditor is an authorized unit of a government institution that has the main function to assure that organizations' goals can be achieved effectively and efficiently as stated in articles 9 verse 2(d) UU number 39/2008 pertaining to the government ministry. The rapid dynamics of the business environment of the government institutions force the increasing roles of the government internal auditor in risk management implementation (Sarrens and Beelde, 2006). Coetzee (2016) states that the function of the internal auditor as an *assurance* of risk management should be clearly implemented such as focuses of its audit in fraud high-risk areas, performs a risk based audit as well as communicates all risk issues of its organizations. Empirically, Danescu et al. (2010) states that the risk based internal audit can increase the effectiveness of risk management.

Based on an emerging of *fraud* cases in government institutions, therefore research question is **"Why the government internal auditor has not performed fraud risk management optimally?"** This paper tries to research and disclose the role of the government internal auditor in fraud risk management in two research locations, which are Inspectorate of local government of Gunung Kidul and Sleman regency, the special region of Yogyakarta province. The main purpose of this research is to provide a

valuable contribution to the enhancement role of the government internal auditor in fraud risk management.

Methods

This research has used qualitative methods through an interview with the highest level of those inspectorates, which are the head of the inspectorate of local government of Gunung Kidul and Sleman regency. The main purpose of the interview is to explore the roles of the government internal auditor in the process of public sector fraud risk management. Although risk management is part of management's responsibility, the government internal auditor has also special roles in assuring the effectiveness of this risk management in fraud prevention. The roles of the government internal auditor will be elaborated through direct interviews methods to those respondents.

The interview is supported by several important questions that relate to the roles of the government internal auditor in all process of fraud risk management through its audit and other supervisory tools. The examples of topics in those questions are specific roles of government internal auditor in providing assurance of fraud risk management, a risk based audit, an internal auditor improvement program of its capacity building, its level of IACM (Internal Audit Capacity Model), a

quality assurance enhancement of its audit process includes hierarchical review, audit procedures and techniques of a risk based audit and other important questions.

Results/preliminary result/critical review

Based on the research result through a direct interview with the head of the inspectorate of local government of Gunung Kidul and Sleman regency, it can be concluded that the role of the government internal auditor in fraud risk management has not achieved optimum level. This means that the government internal auditor has not performed all process of fraud risk management effectively. Moreover, the government internal auditor has not executed assurance function of fraud risk management as its audit was not a risk based audit as required by the internal auditor standard. However, the inspectorate of local government of Gunung Kidul regency has made a list of the high-risk of its audit objects. Meanwhile, the inspectorate of local government of Sleman regency has not had that high-risk list as mentioned. Based on the standard of Indonesian Government of Internal Auditor (SAIPI) number 3010 verse 03, the priorities of an internal audit must be based on risk assessment/evaluation by the internal auditor.

Both the inspectorate of local government Gunung Kidul and Sleman

regency have not performed a risk based audit comprehensively. According to SAIPI number 3120, the internal audit activity has to be able in evaluating the risk management effectiveness and improving the risk management process. Furthermore, the standard also states that the internal audit activity must evaluate and mitigate the fraud risk. Hence, risk management in those two local governments has not achieved an optimum performance because the government internal auditor has not supported it with fraud risk management optimally. Based on the interview, the respondent said that there had been an audit of fraud high-risk construction project, but there was not any finding in its audit. Unfortunately, the problem audit had been found by the external auditor (BPK). This condition proves that the fraud risk prevention has not been performed effectively. The several factors why this conditions happened, were as follows: the internal auditor's awareness of the risk importance in the audit approach was still in low level, the quantity and the quality of the internal auditor have not achieved the greatest performance, and the quality assurance process includes hierarchical review has not reached an optimum level.

Conclusions

The role of the government internal auditor in fraud prevention through fraud risk management has not reached an optimum level, which can be seen its audit was not based on a risk based audit approach. The government internal auditor has not performed an evaluation of a risk register include risk mitigations especially for fraud high-risk. The reasons that the internal auditor has not performed a risk based audit are as follows: its awareness of the risk importance in an audit approach is still in low level, the quality and the quantity of its auditor, as well as its audit business process that has not achieved an optimum level. Several recommendations for the inspectorate of local government Gunung Kidul and Sleman regency are awareness improvement programs through a formal training and education, seminars, in-house training relate to risk management and risk based audit. Besides, capability building programs both quantity and quality factors should be increased intensively includes quality assurance improvement programs and hierarchical reviews in the audit process. It is recommended for both two of the government internal auditor to start a piloting project with one or two audit teams in the implementation of a risk based audit.

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**DEAR MR. MAYOR... CAN YOU CLEAN THE HOUSING?
A CITIZEN'S DEPENDENCY TO LOCAL GOVERNMENT
IN ENVIRONMENTAL COLLECTIVE ACTION**

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Introduction

This article focuses on inequality relationship between citizen and local government in solving environmental problem viewed from collective action concept. As a part of Applied Product Research scheme (Penelitian Produk Terapan) under the title: Coastal management in Muaro Padang: integrating both economic driven and disaster mitigation strategies, the study has empiric background of citizen's dependency - who live in Muaro Lasak housing area -to local government in managing their housing. Revitalization of Padang Coastal area as major tourist destination in the central of Padang City has affecting local development. Unfortunately, those activities have not reached housing area located across the beach. The housing condition has become paradox of the beach exoticism yet unkempt environment as slums.

The housing was built in a vacant land: neither owned by someone nor clan. This might the reason why settlers unwell to taking care. It seems like reverts the responsibility to local government as the owner of the land. Community who gain from common property tend to share common understand and concern to improve values of good or service (Swaney 1990, p.455; Coleman & Mwangi, 2015, p. 857). While there are no written laws regulating land uses, the community often shared access and rights (Hayes, 2010, p. 35). It usually more strengthens in a homogenous order. Taylor & Singleton (1993) argue that citizen homogeneity will be survived without outside intervention. They do not really need a formal institution to steer the members' behavior.

In fact, homogeneity is meaningless: no settlers' communal action in Muaro Lasak. Cleaning the area either beach or the housing

still become local government duty. The settlers have becoming more passive. On the other hand, local government is walking alone with more duties.

Methods

Data is collected through interview to settlers in Muaro Lasak housing area. Almost all of the settlers are working in informal field: mostly as hawkers, few are parking attendants. They sell foods and drinks to the visitors in front of the housing facing the beach. Choosing the hawkers and parking attendants as the informant is a kind of starting strategy to get closer to the settlers since there is a stigma how difficult to enter their livelihood.

Preliminary result

Preliminary study indicates inequality relation between local settlers and local government in structuring environment program. Settlers tend to be passive actors to almost every government movement. It may be a part of misperception as worst as unsynchronized aim among them. Settlers have not seen rubbish and clutter as community problems; major problem they are facing is how to survive physically and economically in the middle of increasing number family members which implicated to fulfillment of needs.

On the other hand, local government has mainly focused on implementing program

called Padang and West Sumatera as Halal Tourist Destination. Several activities initiate to reach the program's aim that mostly top-down characterized, while its massively hard to follow by the settlers. Since the citizen has role as co-producer of public good and service, their active participation is the most important to reach service effectiveness (Davis & Ostrom, 1991). In Muaro Lasak housing case, the local government potentially mobilize the settlers as—what Adam Smith refers —it can creates benefit economic outcomes for the settlers (Ostrom, 2016, p.91).

Additional finding shows a fully comprehensive handover of environmental affairs by the settlers to local government. It means, the settlers have no informal institution to go side by side with the government. It, then, become more interesting if viewed from Minangkabau perspective of communal. Despite they come from various clans, they have been dwelling for decades. This camaraderie often tides them, however, it is now only between members of extended-family. Economic competition in trade might be one of reasons that slack bonds of togetherness. This, has become gap which fulfill by formal institutional initiated by local government.

Conclusion

This article describes preliminary result highlights citizen dependency to local

government in managing housing environmental. This dependency had developed since some factors destroy settler communal bonds, i.e. economic interest and slack of citizenship tied. This gaps, then, fulfill by local government through centralize environmental programs which support tourist achieving sectors.

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**THE ADVANTAGES OF LOCAL INSTITUTIONS IMPROVE DISASTER-AFFECTED SMALL ENTREPRENEUR AND SURROUNDED SOCIETY
STUDY OF PAGUYUBAN KAMPUNG SABLON, WEDI VILLAGE, KLATEN
REGENCY**

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Introduction

One of the most important post-disaster recovery and empowerment efforts is to increase the level of community self-reliance through empowerment in local institutions or local organizations. Implementation of empowerment in local communities is manifested in various forms of collective actions in order to make changes in living conditions. Therefore, at the local community level the most important instrument in the empowerment process is the presence of local institutions.

One of the empowerment through local institutions or local organizations conducted in disaster area is economic empowerment of society in Paguyuban Kampung Sablon, Klaten, Central Java. Klaten District is one of the areas affected by the earthquake disaster on May 27, 2006, measuring 5.9 on the Richter Scale in

Yogyakarta. The earthquake disaster in Klaten region caused the loss of morale and material and socio-economic order of earthquake victims in Klaten. The majority of people owning and working in small convection home industries suffered great loss in both capital and business resources. Despite of that, small entrepreneurs of convection in Wedi village didn't easily felt despair and collapse, instead they began to rise again in convection business field by establishing convection business community.

Research on the role of institutions in empowering communities after the disaster has been conducted previously. The research that discussed about economic empowerment through entrepreneurship and skill training was conducted by Amry Hari Besar, Moch Yuhdi Batubara, and Margono with its title "Empowerment of Lapindo Mudflow Victims in Ensuring Survival of Live in Mindi Kecamatan Porong Village, Sidoarjo

Regency". This study shows that government efforts to empower community through skills programs are often fruitless because only few people will survive and apply the knowledge after being trained. This is because the empowerment program through the improvement of skills and entrepreneurship's characteristic is top-down so it more likely has a less comprehend of the real needs of society in the field of social economy.

Another study of the KDP entrepreneurship program (Kecamatan Development Program) conducted by Sukmaniar under the title "Effectiveness of Community Empowerment in the Management of Kecamatan Development Program (PPK) in Lhoknga Sub-district, Aceh Besar District" shows that in general, community empowerment in post-tsunami KDP management in Kecamatan Lhoknga in attempt to improve the condition of community empowerment is less effective. The main cause of its less effectiveness is typology of community empowerment.

From the previous studies there has been no research that specifically discussed the process of empowerment through local institutions made by local communities in disaster-affected areas because these institutions are generally formed by government or NGOs. In previous studies, economic empowerment programs were

mostly carried out by the government, not on the initiative of the community itself. Therefore in some previous studies, economic empowerment programs for disaster-affected communities were deemed ineffective in restoring economic conditions and creating community economic independence. Derived from the facts, this study formulated the problem : How to benefit the presence of local institutions for improving the lives of small entrepreneurs and surrounding communities?.

Method

This research uses a qualitative approach and descriptive type of research because it tries to describe the existing conditions in the field which is the process of community empowerment through local institutions in disaster affected communities. This research was conducted in Paguyuban Kampung Sablon, precisely in Wedi Village, Klaten, Central Java during May-September 2017. In this research the researcher uses data collection technique by observation, documentation, and interview.

Results / preliminary result / critical review

Paguyuban Kampung Sablon is a non-partisan, independent and non-profit organization based on membership in home industry community and convection workers

in Krangkungan Pandes hamlet, Wedi Klaten. Paguyuban Kampung Sablon started its activities in August 2006 and officially declared to be founded when five of home industry owners of convection hold a meeting on October 7, 2006.

The establishment of Paguyuban Kampung Sablon derived from the will to rise again and become independent after the disaster in 2006. Originally, the beginning of this Sablon Village was established in 2006. "Formerly, there were a lot of convection business here, but it was more individually run. However after the disaster, many business capitals were destroyed. Some of them has nothing left, some of them only has sewing machine remains, and some of them only has silk screening, really, there was not much left. Before the disaster, we were quite close to each other and often hanging out together, that's what we called it. Therefore, right after the disaster, we immediately discussed about what we can do for the next. Then it sparked the idea to establish the society of this Sablon Village. So the aim of it is to collect convection entrepreneurs here whose business capital only has little remains, so we can help each other. For example the A who has a sewing machine, he gets the sewing part. The B who has a silk-screening tool, he will get the part to silk screen it. Later, there is a marketing section. Right after

the disaster we didn't really felt down so soon, because we feel like we have friends and we can help each other. After the establishment of Paguyuban Kampung Sablon, we promoted it everywhere. Praise the lord, we got many orders maybe it's also because they see our condition" (FX, member of Paguyuban Kampung Sablon).

The establishment of Paguyuban Kampung Sablon as a local organization in the community of Wedi village gave many benefits, both for members of Paguyuban Kampung Sablon and for the surrounding community. This is as expressed by the members, the benefits are great. "For example, initially there are 3 orders, but in this association we get more, maybe like 4 or 5. At first, the marketing is still conventional, maybe only to schools friend and so. Then we are in the Village Sablon knew about IT a little bit, so that time we conducted marketing through FB" (AB, member of KS). It was revealed that members of Kampong Sablon members benefited by the presence of Paguyuban Kampung Sablon, which expanded the business marketing of members, facilitated the marketing of member's business through various social media, boosting the name of Wedi Village and convection business.

Apart from providing benefits for the community itself, the surrounding part of the

society also receive benefits by the presence of Paguyuban Kampung Sablon, especially young people who get jobs as well as experience by joining one of the member. "Yes there is a benefit for the society, such giving vacancies for surrounding community. Like me who work at Mas Heri. Other young villagers are also attracted to the convection business. Some are still attend school, some are already graduated. It's great, it can give me some more income" (LS, Wedi villagers). There are also some people who began to open small-scale convection business themselves after joining the business of one of the members of the Village Circle Sablon. This is expressed by IND, a member of Paguyuban Kampung Sablon, "There are some people who used to work for me, but now they have started their own business so they don't work here anymore. So there are some people who work here before, then because they felt like they already have the knowledge and experience, finally they open their own business. And we even think that it was great, because they can start their own now".

Based on the findings in the field, The findings should conduct socio-economic change under the term of community turned out to be fruitful in the development of Wedi Village as a whole. It was found that the presence of Paguyuban Kampung Sablon as a

local institution has benefited the management of self-development community. There are several advantages of this institution according to Soetomo (2013), namely; the institution is quite entrenched in society, so that its existence is stronger and well established and have wider support from the community itself; this institution has been more tested because it is obtained through the learning process in responding to the development of environment both natural environment and social environment; and this institution further guarantees the sustainability of joint activity patterns. This is proven by the benefits of development felt by small entrepreneurs members of the community and the other community as well.

Conclusions

From the research results it can be concluded that the presence of local institutions have a very important role in recovering the socio-economic conditions of the affected communities, especially in members of Paguyuban Kampung Sablon. Local institutions that stand on the initiative of citizens are able to grow and empower other community so that the process of economic and social development in Wedi Village can run well after the disaster.

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ORGANIZATIONAL DESIGN OF HEALTH OFFICE TO IMPROVE THE EFFECTIVENESS OF PUBLIC SERVICE IN HEALTH AFFAIRS IN BARRU REGENCY

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Introduction

Act no. 25 year 2009 regarding public services requires that all of the public services have to fulfill the principles of quality in providing the services such as. It will promote the customer satisfaction from the services received. An effective organizational design is necessary to produce properly the size of organization (right sizing) based on the district need (Corkindale, 2011). It could support the organization to provide the better quality in public services. In Barru Regency, the design of local government organization based on the new paradigm of government organizational reform has been done. The design of the government organization has to be changed at least four times namely Government Regulation no 84 year 2000, Government Regulation no 8 year 2003, Government Regulation no 41 year 2007, and Government Regulation no 18 year 2016.

However, after implementation of these government regulations, the Barru Government faced some problems such as the problem of determination of local government agencies which is commonly based on the policy of central government instead of the vision and mission of Barru Regency. In addition, the forming process of local government organization is generally conducted by the team work consisted of government agency officials. It means, in determination of nomenclature, the size, and type of agency, could not be done objectively. Another issue, in case of determination the official to fulfill the existing position, is not based on job and workload analysis. Therefore, the official placement in certain positions generally have not based the need of agencies. One of the agencies provided many public services are District Health Office (DHO). This agency has implemented the Government Regulation no 18 year 2016 in

this year (2017). This implementation aimed to create the efficient and effective of government organization in supporting the implementation of local government affairs, especially in the field of health.

The effectiveness of local government organization could be observed by the aspect of district strategic policy, organizational structure, and the re-position of the staff to fulfill the position in organization (Thoha, 1993). Through these strategies, based on the three aspects, DHO is able to result the right size of organization based on district need. The objectives of this study are (1) to know the conformity of the vision, the mission and the goal of health development with organizational structure of DHO in Barru Regency; (2) to know the suitability of organizational structure in health administration affairs; and (3) to know the conformity of competency with the placed official in existing positions.

Methods

The design of this study was cross sectional with triangulation qualitative method. The data collection used were in-depth interview, observation in community, and observation some documents related to DHO organization. A total 15 informants, head of department, secretary, head of field, and head section, have been selected purposively. This study conducted from July

to August 2017 in District of Health Office, Barru Regency.

The variables observed in this study include three aspects: strategic policy, institutional arrangement, and structuring of human resources (according to competence). Data obtained from this study, both primary and secondary data, have been processed and analyzed descriptively. The analysis of this study uses three dimensions, namely dimension of complexity, dimension of formalization and dimension of centralization.

Result/Critical Review

The current study found that the design of organizational structure was in line with the vision, mission and objectives of health development in Barru District. Furthermore, the design of the organizational structure has reflected the health administration affairs. In addition, in terms of staff placement the existing structural positions, it has not fully conformed to the competencies required in each of the positions within DHO organization in Barru Regency. In fact, based on the previous study, the placement of employees in accordance with their competence will bring innovation in the work (Pini & Santangelo, 2007). The result of this study found that two aspects have been achieved by DHO Barru Regency and left one gap (employee position vs competency). To

reduce that gap, the DHO has to give training for the employee to increase the capability and competency based on the position or even to redesign the structure. The right structure can facilitate the decision-making process and services that can create a conducive service climate as a condition of realization of customers satisfaction in public service (Carus, 2011; Sargent & McConnell, 2008).

Conclusion

This study concluded that although it has fulfilled some aspect in organizational design but the staff who implements the public service has not met the competencies so that the better-quality services is difficult to give to people. DHO is better to place the staff position based on their competencies which could be preceded by job analysis. In addition, to support the organization's performance in public service, it is necessary to develop general and special functional positions. It purposes to clarify the duties and functions of each officer.

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QUESTIONING THE ESSENCE OF BUREAUCRATIC NEUTRALITY: DIALECTICAL RELATIONSHIP BETWEEN FREEDOM OF SPEECH AND THE IMPACT OF DIGITAL DEMOCRACY IN INDONESIA

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Introduction

It cannot be denied that in the current globalization era of communication, the role of social media is really needed by society to interact with others, include in politics. This phenomenon creates a new model of democracy called digital democracy. Unconsciously, the role of media has created an effect to society in expressing their opinion and maintaining their political choice and behavior. In this context, social media have significant impact in influencing political participation. This condition makes social media used as a political media. From this perspective, the network society is constituted from autonomous individuals who connect with one another in an ever opening space within politics. Consequently, nontraditional politicians have affected new forms of consciousness through blogs, twitter, Facebook activities and online petitions.

Danielle N. Lussier and M. Steven Fishillustrate depict that if people believe that they can make a difference, they are more likely to take part in political actions to defend their rights, such as participating in protests or helping to build opposition parties.

Statistical analysis of the data for Indonesia in the East Asian Barometer backs up this contention. It shows a positive correlation between respondents' sense of political efficacy and their likelihood of participating in campaign work, engaging in acts of contentious politics, and contacting public officials.

In Indonesia, political process is a part of democratic process (like the general election). Everyone can be free and actively involved in influencing each other, sharing information and tending to place themselves to one choice. The problem arises when the media users (which is Civil Servant) are potential to reduce the essence of neutrality through various forms of political statement in social media.

The urgency of this paper is to appoint the phenomenon of digital democracy into a format compatible with the legal policy regarding with the existence of bureaucratic neutrality in Indonesia. Until now, the government still has not made a policy yet, whether to allow, restrict or prohibit such activities. On that basis, the government needs to determine a rational attitude to stem

the problems that will occur and determine the direction of the policy that matches the needs and the dynamics of democracy.

Methods

This paper uses legal approach. There are - at least - 2 (two) logical consequences for the use of this approach. First, this paper will always be related to the content of legislation concerning the neutrality of bureaucracy. The content material contains various functions that are understood as the demands of activity that should be in the norm; and Second, this approach provides certain techniques for certain functions that apply on the neutral legal objects. In this approach there are ideal values that imply the rights and obligations on the nature of bureaucratic neutrality.

Operationally, this approach is oriented to comparison of the concept of democracy, human rights and legal policy of the government where the outcome is the fulfillment of justice for bureaucrat. The policy review will be harmonized with norms, theories and doctrines and other non-legal aspects through the use of multiple interpretation models, both grammatically and systematically.

Critical Review

In a global context, guarantee for freedom of speech is regulated in Article 19 of the Universal Declaration of Human Rights

that everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without any interference and get through any media and regardless of frontiers. Despite international guarantee, the space of freedom remains limited. It means that freedom still needs to have guarantee of recognition and respect for the rights and freedoms of others and to fulfill fair demands according to moral judgment, religious values, security, and public order in a democratic society. This condition is the beginning of arrangements created to limit the legal issues that have the potential to cause legal consequences.

H.L.A.Hart stated that there are 3 (three) rules of behavior. *First*, the Rule of Recognition. It is the rule that defines which existed rule within a given legal society that must be obeyed; *Second*, the Rule of Change. This is the rule that defines how a behavioral rule can be changed; and *Third*, the Rule of Authority. The rule governing by whom and by the procedure in which the rule of conduct is established and how a behavioral rule should be applied if in any given event there is uncertainty. Observing the rules of behavior, then in the legal relationship between the state and civil servants there is limitation on the behavior of employees who work in the state agencies. This relationship is called a public service relationship. The implication of public service relations is an

obligation for employees to submit to appointment in certain kinds of positions which imply that the employees do not reject (accept unconditionally) their appointment in a position determined by the government, otherwise the government has the right to appoint an employee in a certain position without any adjustment of will from the related party. Therefore, if the civil servants hope to exercise their full human rights, the government can declare that the person concerned is not the person whose assistance is needed by the government.

With regard to the issue of civil servant participation in political activities in Indonesia, the government now has made arrangement the restriction on their activities called the principle of neutrality which regulated in Article 2 letter (f) of Law Number 5 Year 2014 regarding State Civil Apparatus (ASN act).

Towards the existence of civil servants neutrality, Eko Prasajo and Laode Rudita stated that the current concept of neutrality is still felt not wholeheartedly because in order to maintain the civil servants neutrality and avoid practical politics, ASN act only forbids members and administrators of political parties. Along with the development of a democratic system, political intervention is not enough if it is "only" measured by the involvement of a member or political party official. Eko Prasajo's

statement has a close correlation with the weakness of the legal substance regarding neutrality. Supposedly, the regulation of the neutrality is to limit the powers to the possibility of the movement of power over its own instincts, which ultimately leads to the abuse of power; therefore, restriction is required.

The authors acknowledges that freedom of speech in the digital democracy era has created the question of the neutrality of civil servants. In comparison, Francis Fukuyama explained that many states with relatively high-level governance-China, Japan, Germany, France, and Denmark, for example-created modern "Weberian" bureaucracies under authoritarian conditions; those that subsequently went on to become democracies inherited meritocratic state apparatuses that simply survived the transition. The motive for creating modern government is not grassroots pressure from informed and mobilized citizens but rather elite pressure, often for reasons of national security.

Conclusions

Along with the development of digital democracy, it makes the politicians and the public easier to obtain adequate political literacy. On the other hand, this ease also opens the gap for anyone to interact with in democratic process, including civil servants.

This phenomenon should be addressed by the government through rational thought that can answer the subject matter, which is not only from the aspect of prevention and prosecution, but also creating policies in accordance with the spirit of democracy through the establishment of Norms, Standards, Procedures and Criteria.

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ACTORS' ROLE IN PUBLIC ASSET MANAGEMENT: A STUDY OF LIMBOTO LAKE GORONTALO DISTRICT

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Introduction

The three pillars of development that play a role which determines its successes are 1) The Government (stakeholders), 2) The Private Sector, and 3) The Community / Society. The three pillars of the development have a role and function in order to answer the questions of the public as well as becoming the motor of development in providing solutions related to asset management in particular public of Limboto Lake. Limboto Lake silting process that continues to happen raises concerns about the fate of the lake in the future. Limboto Lake has a recorded history of delivering an increased prosperity to the people of Gorontalo, because of the vast majority (60%) of people dependent on the results of this wealth of fresh water, but the fact of the Limboto Lake instead becomes a source of misery. In the rainy season, it always floods. However, in the dry season, Gorontalo has not enough water for drinking and agriculture due to drought. Lake rescue efforts have been

made either through academic research, community empowerment by NGOs through the utilization of water hyacinth, and focused group discussion by various agencies in the government level Gorontalo province, until the signing of the MoU management agreements Limboto Lake, between the government city and the district government of Gorontalo in 2006 before the Governor of Gorontalo and the Minister of the Environment. However, it is considered too late to follow-up from the time lost. Implementation Regulation No. 1 of 2008 on the management of Limboto Lake has not been accompanied by concrete efforts, effectively and continuously by the stakeholders, the public, especially the private sector. Aspects of the political administration (Bioregionalism approach) proposed by the Supervisory Board of Japesda Gorontalo shows that the management of Limboto Lake in the rescue efforts was not done in isolation. The role of public actors in the management of Limboto Lake is needed, ranging from

program planning; regulation, control, and maintenance of the Limboto Lake can become an essential part of the management public asset study in managing Limboto Lake. This study aims to identify and describe the role of the three sectors in the management of public assets Limboto Lake.

Method

The method used is a type of qualitative case study approach. The research location is Limboto Lake of Gorontalo. Networking techniques and collecting data through observation, interview, and documentation. The research instrument is the researcher himself, aided by research tools. Source of research data consists of primary data and secondary data. Data analysis technique begins with the reduction of data; presenting data and conclusion are carried out simultaneously with the process of data collection.

Results

The results showed that the sector's role in the management of public assets Limboto Lake has not been based on the paradigm of public administration which insists on the New Public Management (NPM), which in development follows the development of a society that is increasingly growing, and as a result of the development

of science and technology. Lack of available information hinders the understanding of the role of the sector, and in running the government's relationship with the public and private sectors to improve the responsiveness of policy to the needs of the public.

Conclusion

The conclusion that Limboto Lake as a public asset is not being well managed by the local government. Keyword management paradigm prevailing in the government organization has not been fully used as a basis for managing assets that can reliably improve the welfare of society and growth of the area. Consolidation through FGD has hosted involving various relevant institutions on a provincial level, to produce the signing of the management agreements between the Local Government of Limboto Lake and Gorontalo. They disregard usage of guidelines for the implementation of the management of public assets; planning, regulation, control, and maintenance of the core management of public assets, are not used as a forum for resolving cases in Limboto Lake management.

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- Permendagri Nomor 26 Tahun 2006, tentang Pendekatan Dalam Penyusunan Rencana Pembangunan Daerah
- Peraturan Menteri Dalam Negeri Nomor 67 tahun 2012, tentang Pedoman Pelaksanaan Kajian Lingkungan Hidup Strategis dalam Peyusunan atau Evaluasi Rencana Pembangunan Daerah
- Peraturan Daerah Nomor 1 Tahun 2008, tentang Pengelolaan Danau Limboto
- Peraturan Daerah Nomor 4 Tahun 2011, tentang Rencana Tata Ruang Wilayah Provinsi Gorontalo 2010 – 2030

OVERCOMING CHALLENGES OF SOCIAL POLICY REFORM IN INDONESIA

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Introduction

Social policy is a technical guideline to answer social problems and form a social welfare, for instance fuel subsidy, unconditional cash transfer (BLT/Bantuan Langsung Tunai), health security services (BPJS Kesehatan), labor security services (BPJS Ketenagakerjaan), and school operational assistance (BOS/Bantuan Operasional sekolah). Dye (1976) in Suharto (2005 : 71) defined social policy as a government action, its historical background, and the impact of the action toward social problems and social welfare. As a part of public policy, social policy is allied with other policies, especially economic and development policies. Edi Suharto (2005) described that :

“Within the contextual of social development, social policy is a set of mechanism and system that guide and interpret various development goals. The orientation of this policy is social objective. This objective contains two related definition, they are to solve social problem and to fulfill social need”.

Most of people view social welfare policy as a pro-poor program, rather than a pro-well-being program. That means, the social welfare programs benefit the affluent as well as the poor. Blau and Abramovitz (2003) divided social welfare programs in United States of America into two major programs, they are universal programs that profit society (individuals or families) with income measurement, and selective programs that aim to only support poor family. The five various programs of universal welfare program are Retirement Insurance (Pensions), Unemployment Insurance, Medicare, The Older American Act, and Veterans' Benefits.

While selective welfare program contains ten social programs, they are Temporary Aid to Needy Families, Supplemental Security Income, General Assistance, Food Stamps, School Food Programs, Medicaid, Public Housing, Subsidized Rentals, Energy Assistance, and Special Supplemental Nutrition Program for Women, Infants, and Children. Blau and Abramovitz (2003) stated that :

“The U.S welfare state provides people with income maintenance (cash benefits), food, medical care, housing, and a wide range of social services. These programs fall into two major categories : universal and selective. The key difference between the two is that the universal programs provide benefits to individuals and families regardless of income, whereas the selective measures are designed solely for the poor. Some universal and selective programs are also referred to as categorical programs because they serve particular groups of people such as single mothers, veterans, the working poor, elderly individuals, or those with handicaps”.

This research has four purposes, they are: first, describing the alteration of social policy in Indonesia. Second, presenting social welfare policy implementation in South Korea and America as best practices. Third, describing some challenges that faced by Government of Republic of Indonesia in implementing social welfare policy. Fourth, describing some recommendations to overcome the challenges.

Methods

This research use a qualitative approach with case study method. Yang and Miller (2008) defined a research method as a technique to collect data, and McNabb (2002) explained a qualitative research as a set of

nonstatistical inquiry techniques and processes to gather data about social phenomena. Creswell (2007) defined case study research as a research that involves the study of an issue explored through one or more cases within a bounded system. For more further explanation, Creswell (2007) described case study as a methodology with qualitative approach, where the investigator explores a case or multiple cases over time, through detailed, in-depth data collection including great deal of information resources. This research use a method of documentation and literature review for collecting its data.

Preliminary Result

From Partial Beneficiary to Universal Beneficiary

Government of Republic of Indonesia exactly started to formulate and implement social policy in Indonesia after the strike of economic crisis in 1997 – 1998. The policy divides into two major programs, they are social assistance and social security. The main difference between those two programs is the fund resource. The social assistance is financed by government's income as tax or subsidy decrement. Whereas the fund of social security comes from member's premium. Widjaja (2012) stated about historical background of social protection in Indonesia as :

“After the fall of the dictatorial regime in 1998, the concept of social protection was introduced in Indonesia in order to protect the economic life of the poor, to protect the health of the population, to protect children from being out of school, and to help people when natural disaster occur. Social protection in Indonesia, as in any other country, consists of social security and social assistance...the financing of insurance is mainly taken from contributions from the participants. It should be noted, however that social security also includes unfunded pension for civil servants and military, which is not social insurance”.

In addition, according to the beneficiary of those programs, social policy' beneficiary in Indonesia altered constantly from 1953 to 2004. In 1953 to 2000, the beneficiaries are public servants. That describes chronologically as : in 1953 only People's Representatives Council that accept the benefits, in 1966 civil servant and military was added as the beneficiaries, in 1978 President and Vice President was participated, and in 2000 Minister was included. As can be read that in 2000, all public servants in Indonesia are the beneficiaries of social policy.

The giant step was made by the Government in order to provide social welfare through a social policy reform (Widjaja, 2012). In 2004, National Social

Security System (Sistem Jaminan Sosial Nasional/SJSN) was created. Through Act No.40/2004 about SJSN, all Indonesian people have an access to social security. According to the type of social policy in Indonesia that contains social assistance and social security. Each of those types have several useful programs, they are BPJS Kesehatan (health insurance) and BPJS Ketenagakerjaan (labour insurance) for social security programs. While social assistance six main programs, those are Raskin (Beras Miskin/Rice for the poor), PKH (Program Keluarga Harapan), PNPM (Program Nasional Pemberdayaan Masyarakat/National Program for Society Empowerment), BLT (Bantuan Langsung Tunai/Unconditional Cash Transfer), BSM (Bantuan Siswa Miskin/Poor Student Subsidy), and BOS (Bantuan Operasional Sekolah/School Operational Assistance).

Indonesian Government tends to implement social assistance better than social security. This situation is applied in U.S as well, some first paragraph of this paper stated that U.S Government has more programs for social assistance than social security, because it is easier to implement social assistance than social security. Mainly noted that social assistance has not need the Act, and as well known that the process of policy making takes a lot of time. In addition, social

assistance has a tangible political benefit for the government popularity.

From Fuel Subsidy to Education Subsidy

Another precious action was made by the Government of Indonesia in 2001. The Government decided to decrease the fuel subsidy and allocated the funds to education, health, and infrastructure. In order to raise human capital through education, the Government add more scholarship for all students. There are two main scholarship that received more funds from fuel subsidy allocation, those are BSM and BOS. Sulistyaningrum (2016) stated impact of the fund allocation toward students' National Test Score as :

“there is a statistically significant impact of school subsidy (BOS) on test score at 5 percent significant level for NN matching with replacement and without replacement. For individual in the treatment group, the treatment has raised the test score by 0,26 points on average for NN matching with replacement, and by 0.28 points on average for NN without replacement.”

This result proves that the alteration of subsidy orientation guides social policy in Indonesia to a sustainable impact. Consequently, all Indonesian people will

receive a better and qualified social protection in a long term.

Conclusion

Social welfare policy implementation in Indonesia faces some challenges, they are: first, a different understanding about social policy concept among society. Second, the cross subsidy system between the have and the have not cause social jealousy between those social classes. Third, finding the method to implement social security system more effectively and efficiently in Indonesia.

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**THE INFLUENCE OF LEADERSHIP STYLE ON THE VILLAGE APPARATUS
SATISFACTION WITH WORK MOTIVATION AS MODERATING
VARIABLE:
A CASE STUDY OF VILLAGES GOVERNMENTS IN GORONTALO
REGENCY, INDONESIA**

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Introduction

Leadership style influences employees' work motivation due to leader's constant interaction with followers. Purnomosidi in Sopiah (2008: 171) mentioned that satisfaction toward leader as one of the work satisfaction. Leader's attention by providing reward toward the followers related to the way followers implement tasks optimally and efficiently have impact on followers/employees' work satisfaction.

In addition to leadership style, motivation also influences employees' work satisfaction. As Frederick Hersberg (in Sopiah, 2008) stated that work satisfaction rooted from the existence of intrinsic motivation and that work dissatisfaction is due to inexistence of extrinsic factors. Even, Wahyusemidjo (1994) wrote that motivation is one of the leader's technical ability in implementing the leadership functions and tasks.

From the description above it is clear that leadership style and work motivation can increase employees' work satisfaction in implementing their daily works. However, in general, in village office, it is common to find village apparatus whose complaining about their lack of incentive, lack of opportunity to become civil servant, etc. Considering that these village apparatuses have extensive jobs and functions in implementation of government, development and empowerment in village level as stipulated in Undang Undang No. 6 of 2014 (Act, henceforth called as UU) on Village, their work satisfaction is important to ensure their high performance.

This condition is evident in several villages in Gorontalo Regency. During the 2017 evaluation meeting, there are 65 villages who have not submitted their accountability report on 2016 Village Budget (henceforth called as ADD) Usage and many have not also submitted the evaluation of village budget and expenditure (henceforth called as

APBDes) (Gorontalo Post, 22nd February 2017). This lateness is also admitted by the Bupati, Prof Nelson Pomalingo, whose mentioned human resource as one of the constraints in the management of village budget.

Thus, it is interesting to study the leadership style influence on village apparatus' satisfaction with work motivation as the moderating variable. This study was conducted on villages' apparatus in Talaga sub-district, Gorontalo Regency.

Leader's existence in management is evident in public management functions. Out of six functions of public management, as mentioned by Syafi'I (2010), four of them, public actuating, public coordinating, public leading, and public motivating, are closely relate to leadership. Considering these management functions, which mostly related to functions and roles of leaders, then it can be said that management function is similar to leadership function, hence, these two terms are often interchangeable by many (Toha, 2007).

In relation to job satisfaction, Robinson (2001) defined it as an individual's general attitude toward his or her job. In addition, Handoko (2015) also put forward a definition on job satisfaction as pleasant or unpleasant emotional state on how employees view their job.

Meanwhile, leadership described as an ability to influence a group of people toward the achievement of goals (Robbin, 2001, Williams, 2005). The word influence, clearly has different meaning than commanding or forcing a group of people to do certain jobs. Hughes, Ginnet and Curphy (2006) further said that leadership is a complex phenomenon as it involves the leader, the follower, and the situation. Each leader has different leadership style that they occupy in their leadership, such as autocratic leadership style, participative leadership, and free reign leadership (Davis and Newstrom, 1989, Harmon and Mayer, 2014).

Method

As this study aims at describing the influence of leadership style on employees' job satisfaction with motivation as the moderating variable, then this study uses quantitative approach to verify its objective.

The population of this study are the village apparatus from eight villages in Talaga sub-district, Gorontalo regency with total number of population 64 people. The samples are taken using total sampling method and the data are analyzed using multiple regression analysis.

Results

- a. Leadership style with work motivation as moderating variable simultaneously

have a significant influence on village apparatus job satisfaction

The F test reveals the F count value of 17.004, which is larger than the F-table which is only 3.16 in the significant level of 0.05. This indicates that leadership style with work motivation as its moderating variable simultaneously have a significant influence on the job satisfaction of the villages apparatus in Telaga sub-district. This study indicates that the job satisfaction of the villages apparatus in Telaga sub-district is largely depend on the leadership style and work motivation of the chiefs of village. The leadership styles applied here are bureaucratic style, participative style, and the free-reign style, as well as the authoritarian. These leadership styles are able to motivate the villages apparatus, which in turn, motivate them in their work, hence, influence their job satisfaction in daily jobs implementation by providing services to the people in their respective villages.

b. Leadership style influence the job satisfaction of the villages apparatus in Telaga sub-district

The t test reveals the value of t-count which was 2.757 which are higher than the t-table which is only 1.67203 in the significant level of 0.045. Further the regression coefficient of Leadership style variable (X1) is only 0.117 or 11.7% which can be described that each 1% change in the job satisfaction is due to the

11.7% change in leadership style. Or that 11.7% of job satisfaction can be described by leadership style. This result of study also means that leadership style has positive and significant influence on job satisfaction of the villages apparatus in Telaga sub-district. This also indicates that the higher the value of leadership style of the chief of village, the higher the job satisfaction of the village apparatus.

It has to be noted that most of the leadership styles applied by the chief of villages in this sub-district are bureaucratic style and participative style.

c. Work motivation mediates the influence of leadership style on the job satisfaction of the villages apparatus in Telaga sub-district

For this third hypothesis, the t-count is 3.325, while the t-table is 1.67203 in the significance value of 0.027. Further, the regression coefficient value for work motivation is 0.683 or 68.3%. This indicates that each one unit changes in job satisfaction, 68.3% of it is due to work motivation. Hence, it is proven that leadership style positively and significantly influences the job satisfaction of the village apparatus in Telaga sub-district through their high working motivation.

In the same manner, the regression coefficient for interaction between leadership style (X1) and work motivation

(X2) is 0.428 or 42.8%. This describes that each changes that happened in job satisfaction, 42.85 of it is due to the interaction between leadership style variable and work motivation, while the rest 57.2% can be described by other uninvestigated variables. In other words, work motivation strengthens the leadership style.

Conclusion

1. Leadership style, through work motivation as its moderating variable simultaneously has positive and significant influence on job satisfaction of the village apparatus. The closeness of this relationship because of the chief of village who implements bureaucratic, participatory, free-reign, or even authoritarian leadership styles depends on the situations and that these chiefs of villages also provide work motivation, hence, it becomes the capital for the villages apparatus to perform better.
2. Leadership style positively and significantly influences the job satisfaction of the village apparatus in Telaga sub-district. This leadership style creates pleasant working situation and harmonious relationship among village apparatus hence, create job satisfaction that enables them to properly deliver their public services in the village office.

3. Job motivation mediates the influence of leadership style on job satisfaction of the village apparatus. The chief of villages regards the needs of his apparatus by providing supports that boost their work motivation, such as tap on shoulder when they are working, or sharing cigarette, praising them on their good works, mediating and facilitating the village apparatus to obtained better education, etc. Through these facilitations, will in turn create job satisfaction among village apparatus.

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THE NEED OF PUBLIC ADMINISTRATION: AN ISLAMIC PERSPECTIVE FOR HIGHER EDUCATION IN INDONESIA

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Introduction

The problem faced by Muslims in the field of education today is secularism in the various branches of science disciplines. Discipline contemporary science is taught in college until now, is a contemporary Western secular disciplines. The use of Western secular sciences emptying the science of revelation has caused the problem. In other word, the education system faces problems of secularization that is split between education and religion.

The secular sciences using the Western worldview that does not match the environmental conditions of the religious community. Indonesia is a country that is predominantly Muslim. Indonesia contains statistical data (*Badan Pusat Statistik*, 2011), adherents of Islam in Indonesia in 2010 reached 207,176,162 people (87.18 percent).

Higher education in Indonesia should be developed using Islamic worldview that provide safety of life in this world and the hereafter; not use Western secular worldview

that brings destruction. Therefore, it takes effort to develop knowledge of contemporary Islamic perspective for higher education in Indonesia, through the Islamization of knowledge.

One of the social sciences are more influenced by secular Western theory is the science of the public administration. This can be seen in the teaching of public administration disciplines mostly uses Western worldview than the Islamic worldview. The result has been confusion, abuse of authority, corruption, tragedy and destruction, as is often reported in the media.

As a solution is needed nonwestern public administration, that is public administration an Islamic perspective or islamization of public administration. This study formulate problems: Is there a need for public administration an Islamic perspective in Indonesia? This study aims: to meet the needs of public administration an Islamic perspective for Higher Education in Indonesia. Therefore, it is necessary to conduct a study entitled "The Need of Public

Administration an Islamic Perspective for Higher Education in Indonesia".

Methods

Appraisal method used is library research method. Collecting and analyzing data used descriptive qualitative, through textbook and an online library that are relevant for this study. This research was conducted in 2016. The focus of study: the needs of public administration disciplines in Islamic perspective. The locus of study: some institutions of higher education in Indonesia that have faculties/ departments science of public administration.

Result/Critical Review

Developing public administration in Islamic perspective for higher education in Indonesia conducted by: (1) the study of the

Qur'an as a source of knowledge; (2) the implementation of the Islamization of knowledge; (3) the preparation of the curriculum / syllabus of public administration; and (4) Writing Textbook: Public administration in the perspective of Islam.

Related the implementation of the Islamization of knowledge (IOK), data shown that Islamization of Knowledge is solution to efforts the needs of the branches of science in the Islamic perspective. Data the International discourse of the Islamization of Knowledge 2006-2015, see table 1.

Table 1. The International Discourse of the IOK 2006-2015

Year	Authors	Title of the IOK Articles
2006	Sukree Langputeh	The Islamization of the Discipline of Public Administration
	Ibrahim Ragab	The Metodology of Islamization Human Sciences
	Jeffrey Ayala Miligan	Reclaiming an Ideal: The Islamization of Education
	Mahmaud M. Galender	Islamization of Communication
	Mohammed Arus Othman	Islamization of Human
	Mohamed Mokdad	Approach to IOK: the Case of Psychology
	Nuhammad Taqi Usmani	The Islamization of Laws in Pakistan
2015

Source: Wiryanto, W., *The Islamization of Human Resource Management: Textbook for Higher Education in Indonesia Through al-Faruqi's Theory*, Banda Aceh: Ar-Raniry: International Journal of Islamic Studies Vol. 3, No. 1 June 2016.

The results of this study found, the needs of the branches of science in Islamic perspective. Note the article Islamisation of knowledge covered in the international-discourse of Islamization of Knowledge as

many as 37 articles. One of them is "The Islamization of the Discipline of Public Administration". But, this effort seems still to be rarely done, so it needs to be continued.

The comparison of the Western Public Administration textbook, on the one hand; and the Nonwestern Public Administration textbook, in this case, the Islamic Public Administration textbook, on the other hand, see table 2.

Table 2
The Comparison of the Western and Islamic Public Administration textbooks
at some universities in Indonesia

Institution of the University	Administration Public textbooks	
	Western	Islamic
1. University of Indonesia (UI)	102	6
2. State Islamic University Sultan Syarif Kasim(UIN Suska)	48	3
3. State University of Yogyakarta (UNY)	46	1
4. Universitas Terbuka (UT)	38	1

Source: an online library of each university related, accessed on September 19, 2016.

The result of searching on-line through four libraries in Indonesian universities, shown an inequality public administration textbooks in various university. This shown that the university library in Indonesia is very like to provide many Western public administration textbooks than the Islamic public administration textbooks. It is a facts of secular education hegemony show the secularization of the Public Administration existing science at various universities. Furthermore, list of the title Islamic Public Administration in each university in Indonesia, see table 3.

Table 3
List of the title Islamic Public Administration Textbook at some universities in Indonesia

Title of Textbook	UI	UIN Suska	UNY	UT
1. Al Buraey, Muhammad, Islam Platform for Alternative Development Administration (<i>Islam Landasan Alternatif Administrasi Pembangunan</i>), (Translate) Budiman, Achmad Nashir, Jakarta: Rajawali, 1996.	√	√	-	-
2. Noer, Deliar, Administration of Islam in Indonesia, Ithaca-Newyork: Cornel University, 1978.	√	-	-	-
3. Noer, Deliar, Administration of Islam in Indonesia (<i>Administrasi Islam di Indonesia</i>), Jakarta: Rajawali, 1983.	√	√	-	-
4. Rahim, Husni, Systems Administration Authorities Islam: The Sultanate of Palembang (<i>Sistem Otoritas Administrasi Islam: Masa Kesultanan di Palembang</i>), Jakarta: Logos Wacana Ilmu, 1998	√	√	-	-
5. Sherwani, Haroon Khan, Learning opinion of Islamic scholars on State Administration (<i>Mempelajari pendapat sarjana Islam tentang Administrasi Negara</i>), Jakarta: Tintamas, 1964	-	-	√	-
6. Sholeh, Abdul Rahman Sholeh, dan Muhtadi, Siddik, piety towards God Almighty as the basis for Orderly Development Administration, (<i>Takwa terhadap Tuhan Yang Maha Esa sebagai dasar Pembinaan Tertib</i>)	-	-	-	√

<i>Administrasi</i>), Jakarta: Gunung Agung, 1982.				
7. Yasid, The Islamic Perspective of changes in government administration and law, JIIS 6 : 1, 2012.	√	-	-	-

Source: an online library of each university related, accessed on September 19, 2016.

Therefore, public administration an Islamic perspective for higher education in Indonesia is the need. Need the effort to development public administration in Islamic perspective to be continued.

Conclusions

Public administration in Islamic perspective for higher education in Indonesia is the need. It can be done through the preparation of curriculum/ syllabus of the public administration; and writing textbook: Public administration in the perspective of Islam.

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**INNOVATION OF PUBLIC GOODS MANAGEMENT
BASED ON LOCAL CULTURE: A CASE STUDY OF FOREST PARK
MANAGEMENT IR. H. DJUANDA, INDONESIA**

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Background

Forest Park Management Ir. H. Djuanda until now continue to be done. According to the results of surveys and interviews there are several phenomena that greatly affect the management of the Forest Park, such as:

- a. The transfer of parts of Tahura that are diverted for business purposes is marked by the presence of street vendors and cafés that interfere with the spatial layout and beauty of the Forest Park, both outside and inside the Tahura area. Noted there are 2 Cafe outside and 20 street vendors within the conservation area and hawkers are lined up in front of the entrance / Gate Tahura.
- b. The dominance of Tahura visitors is only for tourist destinations, minimal for research purposes. The number of visitors in 2015 is projected: Nusantara Tour as many as 386,585 people and Foreign

Tourists as many as 1851 people, while for research purposes only as many as 12 research programs.

- c. There has been an increase in revenue realization (PAD) since 2010 - 2015 of 114.03%, which is obtained through the entrance fee and regional license utilization fees.
- d. The arrangement of transportation services (OJEK) controlled by certain groups (Jeger / Local Thugs) with the return-going tariff to and from Tahura objects amounting to Rp.100,000 (one hundred thousand rupiah). The arrangement of this transportation service does not involve the Park Management Hall of the Great Forest.
- e. The participation of residents around the forest parks Swadaya improve the road with asphalt Concrete to Object Tahura (Cliff Keraton) along the 1.5 km and width of 6 meters.

- f. The existence of guidance from the Management Center to local residents to be assigned as Tour Guide.
- g. The layout, especially at the Tahura Gate that does not show the impression of conservation area architecture with the proliferation of unloved hawkers, thus making inconvenience visitor.

Based on the phenomenon, then the fundamental problem in the management of Forest Park Ir. H. Djuanda, can actually that is on the concept or thematic what needs to be developed in the management and development Park Forest Ir. H. Djuanda West Java. Some research and articles on forest park management or urban forest, among others: Arne Arnberger and Carsten Mann (2008); Crowding in European Forests - A Review of recent research and implication for forest management and policy, Tien Wahyuni & Ismayadi Samsuodin (2012); Review on Application of Urban Forest Policy in East Kalimantan, James N. Morgan (2014); The Impact of Travel Costs on visits to U.S. National Parks, Shannon Lea Watkins (2015); The Public Good Nature of the Urban Forest and Implications for Management, basically has put forward a cultural approach to policy formulation and management and development of forest parks or urban forests. Therefore this article is prepared and intended

to develop innovative thinking on the development of the Forest Park Ir. H. Djuanda by lifting Sundanese culture becomes the basis of management and development. With the approach of Sunda culture, it is hoped that Taman Raya Ir. H. Djuanda West Java has a distinctness so that it becomes the attraction of eco-tourism, eco-political and eco-social in Indonesia.

To discuss the issues, then systematically this article will discuss: the history of the development of Forest Park Ir. H. Djuanda, Forest Park as public goods, Urban Forest Policy, and Innovation of Ngabandung based Forest Park.

Methods

The method used in conducting and discussing the study of Innovation Forest Park Development Ir. H. Djuanda based "Ngabandung" is literature analysis and phenomenon, while Data collected consist of primary data and secondary data. Primary data obtained through interviews and observation. Interview conducted openly with key informant while observation done by observing phenomenon that happened inside and outside Forest Park area. Further secondary data is obtained through literature or documents in the form of research results and related articles on forest park management or urban forest, books and

regulations on forest park management or urban forest.

Results

Based on the academic approach, the Forest Park Ir. H. Djuanda can be called public goods and as urban forest. As a public good, the Forest Park has non-rival and non-exclusive characteristics where the safe forest management financing collectively is sourced from financing budgeted in the APBN / APBD. While as urban forest or urban forest, because of its development to accompany the spatial development of Bandung. Demographically tahura is in a position in the middle of the city flanked by the city of Bandung and West Bandung regency and Bandung regency.

Thus the Ir. H. Djuanda Forest Park as urban park or urban forest is public good when referring to the definition expressed by Hughes (1998) and Watkins (2015). As a public good, Forest Park Ir. H. Djuanda can be seen from several elements, among others:

- a. Means: is a Nature Conservation Area for the purpose of collection of natural and artificial plants and / or animals, genuine and / or non-original species.
- b. Utilization: for the benefit of research, science, education, support cultivation, culture, tourism and recreation.
- c. Management: submitted from the Central Government to the Government of West Java Province, include Area Administration Bandung, Bandung Regency, and West Bandung Regency. Its management is based on benefits and sustainability, justice, togetherness, openness and integrity.
- d. Management objectives: 1). Ensure the preservation of the Great Forest Park area; 2). Fostering the collection of plants and animals and the potential of the Forest Park area; 3). Optimizing the benefits of the Great Forest Park for nature tourism and recreation, research, education, science, supporting cultivation and culture for the welfare of the people; 4). Improve hydroorological function; 5). Increase local revenue.
- e. Licensing permits: in the form of general service licenses (for entering the Forest Park), certain licenses (such as natural tourism exploitation - utilization of environmental services - utilization of areas for wildlife and plant breeding activities), and business licenses (in order to use Facilities and / or assets) to persons or entities that will carry out certain activities in the area of Forest Park.
- f. Retribution Quotation: as payment for the utilization service of forest park area, consists of general service levies (for entry into the area), certain License Levies (for

Nature Tourism Business Permit, area utilization permit, and environmental service utilization license), and Levy Service Enterprises (for Leasing or Use of Natural Tourism Visitor Facilities and Researchers).

In the context of the management and development of the Great Forest Park, state or government intervention is crucial in the management of public goods. As explained by Hughes (1998), in Setiyono 2014: 29, the intervention and the role of government are generally carried out through four instruments: provision, subsidy, production, and regulation.

Conclusions

Based on the description of the results and discussion above, then the conclusions that can be put forward are:

1. As public goods, Forest Park Ir. H. Djuanda must be managed by the State by not providing an opportunity for privatization policy, to ensure the sustainability of culture-based management.
2. The management of the Great Forest Park is still in balance between conservation of nature conservation and utilization of facilities. But tend to experience a shift in the management of ecotourism is more prominent.

3. Innovation of Forest Park development should be directed to Ngabandung-based strategic policy and programming approach which characterizes Sundanese culture, resulting in economic and social attraction and benefit for the public and the region.

4. One of the strategic innovations of Forest Park development is by empowering local people and providing multipurpose ticket service as an entrance ticket which includes inside for culinary, insurance and tour guide

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E-POLICY: DESIGNING E-APARATUR IN BANDUNG CITY

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Introduction

Currently there are three regulations that govern job analysis in Indonesia, therefore this paper formulates an application called E-Aparatur to facilitate the user in using one application to obtain 3 results. Researchers working in collaboration with Bandung City Government to develop this application. Each of those three policies has a different task, thus the present study merges those policies into an electronic application. This is a web-based application that can be accessed at the address: <http://e-aparatur.bandung.go.id>. Bandung City Government provides some hardware infrastructure for this application. The frontend of this E-Aparatur application is shown in Figure 1.1 below.

Figure 1.1 E-Aparatur Application

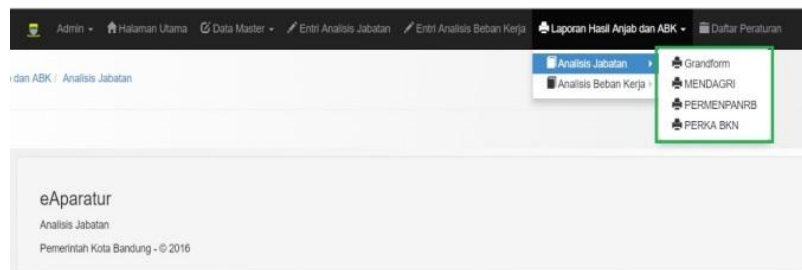


Source: E-Aparatur Application, 2016

E-Aparatur was developed since the end of 2015 as part of an effort to answer the need of staffing arrangement in local government in carrying out job analysis and workload analysis, particularly in Bandung City Government. E-Aparatur is an offline and online application installed on a server or cloud that supports the process of filling job analysis and workload analysis in one place and one time, equipped with the printing report ability in accordance with the requirements of job analysis regulation and workload required as seen in Figure 1.2. For the

process of filling the position (Bernardin, HJ, & Beatty, R. W, 1984) users only need to click and input data both on the job analysis and the workload analysis menu.

Figure 1.2 job and workload analysis menu



Source: E-Aparatur Application, 2016

Result of the job analysis and workload analysis input (Brannick, M. T., & Levine, E. L, 2002) can be downloaded and printed in a PDF format that can be customized with needed regulation as shown in Figure 1.3 and Figure 1.4.



Figure 1.3 Report Analisis Jabatan

Source: E-Aparatur Application, 2016

To simplify the supervision in the process of filling E-Aparatur application, Figure 1.5 offers a concept of 1 username for 1 SKPD and master data modification (Gael, S., 1984) controlled by 1 admin. This is done so that the filling process can be objective without any interference related to the filling up to printing final report (Harvey, RJ, 1991).

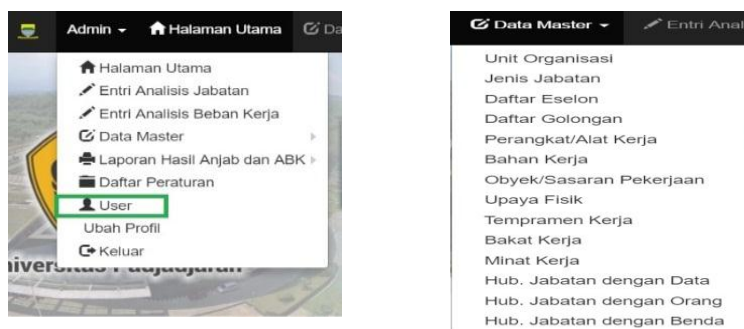


Figure 1.4 Work Load Analysis Report

Source: E-Aparatur Application, 2016

The aim of this paper is (1) to describe three policies issued by the central government in Indonesia about Analysis of Civil Servant Job in Bandung, (2) to analyze the process of fusion form into an electronic-based policy named electronic *apparatur* (e-Aparatur), (3) to analyze the harmonization of the evaluation of job information policy for civil servants (PNS).

Method

This e-Aparatur answers the deadlock to be done by central and local governments, especially to prepare Job Analysis, consisting of Job Information, Job Name, Job Resume, Job Description and Job Map (Brannick, M. T., Levine, E. L., & Morgeson, F. P, 2007) , that exists in each organizational unit in both the central and regional levels. The method used is (A) analyzing three rules governing the job analysis to be (B) transformed into a policy that is directly accessible by users of the policy that are the civil servants both at the central government and regional levels. The disharmony of these three regulations is caused by the policy of each government agency due to the overlapping budgeting and the same tasks on each organization.

The policy on Job Analysis of the Ministry of Domestic Affairs in the form of Minister Regulation No. 35 of 2012 on Job Analysis in the Ministry of the Domestic Affairs and Local Government, Ministry of Administrative Reform and Regulation of the Minister of Administrative Reform No. 33 of 2011 on Guidelines for Job Analysis and the last regulation issued by the National Civil Service Agency and the Regulation of the Head of State Employment Agency No. 12 of 2011 on Guidelines for Job Analysis. Transformation performed on these policies into an application based on information systems and technology can be seen at this link <http://eaparatur.bandung.go.id>. The link is the beginning of electronic policy (Flynn, Nancy, 2001) in Bandung Government. These three regulations are then combined and

analyzed in their common purpose and goal and are transformed into the electronic policy (e-Apparatus). E-Apparatus program is an innovation with a background of lack of harmony of the Indonesian government in the content and intent of these policies. The simple analysis is converted into applications that are easier to input by civil servants in the city government or in the language of the OECD (Organization of Economic Development) named as the application of Government to Employee (G to E). Each policy (McCormick, E. J., 1979).

has difference in translating the contents of the job analysis, but has the same intention. There are several differences between one policy with other policies (Fuentes, Susan, 2008), but does not detract from the purpose of identifying the job in question.

formulating various policies (Gael, S., 1988). This paper will also display a descriptive method of analysis. After the analysis, the three regulations are then transformed into a simpler electronic policy, without reducing

Results/preliminary result/critical review

Table 1.1 explains the advantages and disadvantages of E-Aparatur application development that should be improved so that the purpose of structuring personnel can be achieved (Zimmerman, Eilene, 2002).

Table 1.1 Advantages and Disadvantages of E-Aparatur Application after input test in 2016

Advantages	Disadvantages
1. E-Aparatur has facilitated the process of filling job and workload analysis in one application.	1. Result of job mapping still needs development to be integrated with the job code and the value of the accumulated assessment of workload.
2. E-Aparatur can be installed offline and online in server and cloud. This way, users can use the application anytime and anywhere using supported devices.	2. Feature for printing report for each SKPD is not yet available.
3. E-Aparatur uses user friendly features and menus in order to obtain expected results in accordance with the expected target and time.	3. Features for filling workload analysis is not yet efficient because users still have to click each job description in different pages.
4. Job and workload analysis report are	4. Time standard for the executing and

expected to be able to be adjusted to the necessary regulation by doing only one process of filling.	functional officers has not been formulated.
5. The application supports usernames management administered by an admin so that the quality of filling job and workload analysis is accountable.	5. Job code in the job analysis form still needs formulation so that the result of job and workload analysis can be well-managed.
6. E-Aparatur master data is dynamic and can be managed by the administrator to facilitate any user data modification.	6. This application will later be adaptive to the needs of other apparatus data such as: job evaluation, remuneration, etc.
7. Guidelines and regulations that support the filling process of job and workload analysis are provided in a specified feature so that users focus more on filling everything in one application.	7. This application can be made available in Android-based devices.
8. E-Aparatur provides a search feature to find filling process and reporting features with a variety of search filters.	8. This application has an automatic signature feature for all existing report validation.
9. E-Aparatur supports multi-user process for up to hundreds of users in the process of filling and printing of job and workload analysis.	

Conclusion

By using E-Aparatur application, the following results can be obtained:

1. job descriptions, job requirements, and job mapping can be accessed anytime and anywhere on the go using supported devices;
2. job workload, employee's needs, number of existing employees, retirement estimates, efficiency of units, job performance;
3. E-Aparatur application evolves following the needs of employment data in accordance with applicable regulations.

E-Aparatur application makes the job of inputting job and workload analysis data easier, by cutting the input work and time with a ratio of 1 to 12. It means the process of inputting 1 data for three regulations can be completed with 12 times less than before. The use of this application opens a direct and easy access to job description, job requirements, and job mapping. The workload of each job, the employee's needs, the number of existing employees, including the estimates of retirement, unit efficiency and job performance, are also available.

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ENHANCING PUBLIC SERVICE QUALITY BY STRENGTHENING THE ROLE OF OMBUDSMAN

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Introduction

Good public services have been very significant issues nowadays. All government agencies should conduct best service to serve the public. In fact, there are many complaints due to the delivery of public services by the agencies. It includes the matter of time, procedures, and costs. Sometimes the public service delivery raises a dispute or conflict. It is not easy for citizens to have fairness when they involved in a dispute with the government. *Thus*, It requires a guard to watch the implementation of public services. The guard is Ombudsman that has the authority. Ombudsman in Indonesia is established based on the Law No. 37/2008 about The Ombudsman of Republic Indonesia. This articles discusses the role of Ombudsman in Bangka Belitung Province in Indonesia to overcome the public services dispute cases.

Literature review

Public service improvement can be defined as a close correlation between actual perceptions and the desired standards of a

public service (Boyne, 2010). Daft (2009) suggests several structural dimensions of organizational design, namely formalization, specialization, span of control, centralization, professionalism, employee ratios. While the Contextual Dimension according to Daft consists of size, technology, environment outside, organizational goals and strategies, and organizational culture.

Methods

This article uses qualitative method with explorative model. Data collection techniques were in-depth interviews, documentary studies, field observations, and expert review. Qualitative data analysis was conducted to explore the phenomenon.

Results/preliminary result/critical review

To carry out its functions, duties and authorities, The Ombudsman of Bangka Belitung has made many settlements of maladministration cases of public services. Referring to organizational theory according to Chistensen (2007), ORI needs to address

dynamic environmental changes. To undertake its authority, the Ombudsman Representative has several supporting and inhibiting factors. The supporting factors are the cooperative attitude shown by the agencies in the local government and vertical institutions. Then, the success of the Ombudsman to resolve various cases that had been hanging over the years, encouraging the public to be more confident with the work of Ombudsman Representative. There are also some obstacles. *First*, some of the staffs have not been able to carry out the task by promoting local cultural approach. As said by Boyne (2010), performance of a public organization's services can be increased by paying enough attention to the problem of culture, both internal and external organization. Another inhibiting factor is the funding constraint. The Ombudsman Representative only get fund allocation 300 million rupiahs per year. This is felt to hinder the performance of Ombudsman Representative of the Province of Bangka Belitung. The Ombudsman in Bangka Belitung has never conducted an internal survey to measure citizens' satisfaction. It concluded that the clients have been satisfied because there were no cases unsolved. The rate of cases completion reaching 100 percent by 2014 and 2015, and 87% by the end of 2016. For examples, the tangible dimension, in particular physical facility

completeness indicator, all respondents stated physical completeness is good. The availability of service equipment, the number of proportional employees are also in good category, as well as the number of communication tools owned by The Ombudsman.

Establishing Ombudsman in Regencies/Cities

Establishment of Ombudsman Representatives is conducted at the provincial level first, then in districts and cities based on the decision of the Central Ombudsman. This is by considering the issue of human resources, budget and input from The Provincial Ombudsman. Establishment of district-level Ombudsmen in Bangka Belitung is possible but is unlikely to be implemented in the short time due to budget and human resource constraints. Theoretically, according to Daft (2009), one of the structural dimensions of organizational design is centralization. The existing Ombudsman organizational design particularly in the Province of Bangka Belitung that is only established at the provincial level needs to be analyzed further to see its effectiveness. The principle of centralization applied by the Ombudsman at this time needs to be analyzed deeply, whether it makes the performance of Ombudsman in Bangka Belitung Province easier or more difficult.

Conclusions

Based on the previous description, it can be concluded that the authority possessed by The Ombudsman Representative of the Province of Bangka Belitung is very large because it is protected by law. For example, Ombudsman can call forcibly the reported party if denying until three times. Then the Ombudsman can report the parties who do not implement the recommendations from the ombudsman. The report can be delivered to President of Indonesia and The House of Representatives. This shows that Ombudsman has considerable authority as mandated by the Law. Such great authority has made the role played by the Ombudsman Representative of the Province of Bangka Belitung for the last two years can satisfy the complainants. Nevertheless, there are obstacles in the exercise of such authority for the Ombudsman Representative of Bangka Belitung. It is still strongly bounded by existing regulations in exercising its authority. Then the level of satisfaction of the reporting community services shows a good level. This is due to the case resolution index reaching 100 percent in 2014 and 2015. Nevertheless, the community requested the Ombudsman Representative of Bangka

Belitung to be more pro-active in socializing and solving the cases. While the discourse of establishing Ombudsman at the district / city level, can be undertaken if the budget and available human resources are adequate. This is urgent to consider because the number of whistleblowers coming from outside the city where the Ombudsman Representative Office resides showing an increasing trend. If the Ombudsman's office is re-established at the district level it will further improve service to the community.

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**ARRANGING STREET VENDORS
(STUDY ON POLICY MANAGEMENT OF STREET VENDORS
IN BANDUNG)**

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Introduction

The city government's policy on street vendors is inseparable from the dilemma faced by the city government in addressing the problem of street vendors. On one side, the presence of street vendors is considered as the "savior" because it provides employment, facilitates consumers in obtaining cheap goods, makes the city more attractive, and enlivens the city. On the other side, street vendors are considered to be one of the causes of traffic jam and also they are considered to be the disturbance to the city's cleanliness and beauty. This dilemma allegedly has caused the city government to be slow and inconsistent in implementing the policy on street vendors.

The view that places street vendors as the disturbance causing the city's dirtiness and disorder has made the policy on street vendors before 2011 dominated by the policy of eviction. The policy of eviction cannot be implemented consistently, among other things, because of street vendors' resistance. After the 1998 reform which is marked by a

more open political structure of Indonesia and the failure of the policy on street vendors due to street vendors' resistance to the policy, the government changed the paradigm of the city government in settling the problem of street vendors. In Bandung, the paradigm has been embodied in Local Bylaw Number 4 Year 2011 on Supervision and Arrangement of Street Vendors which in outline contains the spatial arrangement of street vendors, the organization of policy implementers, a limitation on the number of street vendors, the approach of consumers' behavior. Normatively, the policy on street vendors seems to be ideal. However, the reality in the field indicates that the policy cannot be optimally realized. This article would explain the implementation problem of the policy on street vendors. By using a perspective on the policy theory, the writer attempted to describe the internal and external factors which made the implementation of the policy on the arrangement of street vendors have not been optimum.

Methods

This research used the qualitative method in order to be able to holistically describe the management of street vendors in Bandung. The data collection techniques were conducted through in-depth interviews, participant observation, and documentation. Interviews were conducted with board members of the associations/organizations of street vendors, and the Special Task Force of Street Vendors in Bandung. In order to select informants from the organizations of street vendors, the writer conducted a preliminary survey by spreading questionnaires to the organizations. These questionnaires were able to map the strengths of the organization of street vendors as the basis in selecting the research informants. Meanwhile, informants from the Special Task Force of Street Vendors included the government apparatus who directly addressed the problem of street vendors, such as the Civil Service Police Unit, the Office of Cooperatives, Small and Medium-sized Enterprises, and Industry and Trade, and Regional Development Planning Agency.

Preliminary Result

The arrangement of street vendors in Bandung is conducted spatially. In order to arrange street vendors, Bandung City divides its space into the following three zones: 1)

the Red Zone is locations in Bandung City where street vendors are forbidden to operate; 2) the Yellow Zone is locations which can be opened and closed for the operation of street vendors based on time and places; and 3) the Green Zone is locations where street vendors are allowed to operate every day. The arrangement uses five concepts as follows:

- a. Relocation; the process of moving the locations of street vendors,
- b. Market revitalization; the improvement of the function and potential of markets based on the utilization of unused places in the market for street vendors,
- c. Thematic shopping; the placement of street vendors based on various types of wares in a particular location,
- d. Concept of Festival; the placement of street vendors based on the organization of certain events, and
- e. Concept of Food Court; the placement of street vendors that sell foods based on certain locations by using a profit-sharing system with the owner of the location as a replacement for the rent.

In general, street vendors' responses to the policy of arrangement are divided into two groups, i.e. accepting on certain conditions and refusing the policy. The group that accept the policy on certain conditions think that the arrangement of street vendors can be

conducted by considering the suitability of the places of relocation with characteristics of street vendors and its integration with the policy of supervision, such as facilitation of loans, the improvement of the business ability of street vendors, and the promotion of places of relocation. Meanwhile, the other group refuses the arrangement of street vendors because they have lost their confidence in the government's ability in resolving the problem street vendors. This distrust has made the organizations of street vendors make every effort to oppose the policy, both in the form of resistance and negotiation with the government apparatus.

Meanwhile, from the aspect of the government, difficulties in the implementation of the policy of the arrangement of street vendors are caused by the lack of places of relocation for street vendors, the limitations of the number of the government apparatus supervising street vendors, poor coordination between sectors in the Special Task Force of Street Vendors, and the policy of street vendors which have not yet been integrated into the city planning.

Conclusions

The policy on the arrangement of street vendors still needs an improvement, both at the levels of policy contents and implementation of the policy. Besides that,

the government needs to communicate intensively with the groups of street vendors to reach an agreement in the management of street vendors.

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