

Implementation of Sharia Institutional Bureaucracy in The Government of Aceh Province

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ABSTRACT

This research was conducted to determine how the implementation of Sharia bureaucratic reform in the institutional structure of Aceh Government. This study uses a qualitative approach with data collection techniques through in-depth interviews, observation and documentation. The data analysis was conducted qualitatively with an interactive analysis model. The data collection techniques used in this study were three techniques; Observation, in-depth interview and documentation study. This study aims to identify and explore the implementation of sharia-based institutional bureaucratic reform including the institutional structure, systems used and human resource behavior or bureaucratic culture as an institutional executive for implementing sharia in Aceh provincial government governance. The process of implementing bureaucratic reform in the Sharia institutional sector has not been effective and efficient, it requires the role of the government, both the executive and the legislature, and stakeholders to maximize the implementation of bureaucratic reform as a whole through quality regulations and the quantity of qanuns produced as well as the quality of actors in the bureaucracy. Sharia institutional bureaucratic reform is a concrete explanation for improving the trustworthy governance of Aceh through the implementation of the settlement of the Aceh Government Law. The Aceh Government Law is the entry point for granting authority to the provincial government in Aceh to regulate a more independent governance, both the authority to determine the political, bureaucratic, economic and socio-cultural systems of the community and also open up space to determine Aceh's identity specifically in the application of Islamic law

Keywords: *Bureaucratic Reform, Sharia Institutions*

1. INTRODUCTION

The implementation of bureaucratic reform is an interesting thing to study, which is professional and with integrity. Bureaucratic reform is based on Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning Grand Design of Bureaucratic Reforms 2010-2025. Bureaucratic reform in local government institutions is needed for several urgent reasons, including: because the existing organizational and administrative structures of local governments are seen as no longer effective in carrying out their mission, especially if they are linked to the development of

community life. In observing the development of the situation, the regional government has begun to become weak and the performance of the apparatus is very low. The public's view of the organization has gotten worse, resulting in various demands for changes in local government administration.

A review of bureaucratic reform and an understanding of the importance of making changes in the body of the bureaucracy is needed. Therefore, many studies have examined bureaucratic reform in government agencies. One of the relevant studies is the implementation of Sharia institutional bureaucratic reform in the Aceh Provincial Government. Moreover, the study is a new problem related to the position, function and role of the

executive bureaucracy of the implementation of sharia as in the governance of the Aceh provincial government. Research explains the lack of awareness in the implementation of bureaucratic reform. According to the facts that occurred in the research, that the process of implementing bureaucratic reform in the field of Sharia institutions in the Aceh provincial government was not yet effective and efficient. Another factor that also became the driving force was the issuance of Permenpan and RB No. 20/2010 concerning the Road Map for Bureaucratic Reform 2010-2014 marks a new stage of bureaucratic reform. In 2025, it encourages improvements in the running of the bureaucracy to be more effective and efficient. However, the need for comprehensive improvement is felt most at the regional level, because local governments are the closest to and face the community directly. On a state scale, the regions are indeed only a supporter of the success of policies at the central level, but in the role of implementation and welfare, the regions are the first determining milestones, especially as the Aceh provincial government which is given the right to implement Islamic law, of course it requires Sharia work units as executing executives. can be a forum for channeling community aspirations and helping people in all areas of life.

The Aceh provincial government, in implementing its bureaucracy, also carries out reforms set out in the Aceh Bureaucratic Reform and Development document (RPJP 2015-2025). In terms of institutions, the institutional structure of the Aceh provincial government apparatus is based on Law no. 44 of 1999 concerning the Implementation of Aceh's Privileges and Law No.11 of 2006 concerning Aceh Government, mandating the implementation of Islamic law which was followed up by Aceh Qanun No.13 of 2016 concerning the Formation and Composition of Aceh Apparatus, referring to Qanun No. 33 of 2001 concerning the Aceh Sharia Islamic Service, Aceh Qanun Number 5 of 2007 Aceh Dayah Education Development Agency, Aceh Qanun Number 2 of 2009 concerning the Aceh Ulama Consultative Assembly and Aceh Governor Regulation Number 139 of 2016 concerning Wilayatul Hisbah Aceh. The institutional dynamics in the internal context of the Aceh provincial government are also indicated by a misperception of the realization of Islamic Sharia, in which the responsibility of Islamic Sharia is only considered the responsibility of the Islamic Sharia Service (DSI) and/or other sharia-based bodies. From the institutional point of view, for example, the placement of employees who are not in accordance with topoksi such as the quality of human resources of the apparatus, to an inadequate budget.

The concept of institutional arrangement must also be understood in depth in accordance with the principles of bureaucratic reform for Stakeholders, which is not only

an understanding of the improvement of the organizational structure of the organization, but also the consideration of issues of quality human resources and simplification of management, all of which require coordination with each other. Therefore, the Islamic syari'at that is being implemented is actually a reference to restore the spirit and self of the Acehnese people, so it is necessary to manage bureaucratic reform in line with Islamic values by all stakeholders in the Aceh provincial government. Thus, two problem formulations in this study are as follows: How is the implementation of sharia institutional bureaucratic reform in the Aceh provincial government? and What factors influence the implementation of the sharia institutional bureaucratic reform?

2. RESEARCH METHODOLOGY

This research was conducted on the institutional structure of the Aceh provincial government based on sharia. This research is based on the consideration that the sharia institutional service in Aceh province is the executive center in the implementation of Islamic law in Aceh. Also considering that there has never been a similar research on bureaucratic reform carried out in the sharia institutional structure, so that the research on bureaucratic reform at the sharia institutional level will be able to provide great benefits both theoretically and practically. The method used in this study uses a qualitative approach with an interactive analysis model. Types and sources of data, namely: Primary data, in the form of interviews obtained from interviews and direct observation at the research location and secondary data, in the form of soft copies of work program documents from the relevant sharia service/ institutional agencies and soft copies of the Aceh Provincial Government Bureaucratic Reform Road Map in The last 5 years obtained from informants at the research location. Data collection techniques through in-depth interviews, observation and documentation. The observations were made to review, study the situation and conditions of the sharia service/ institution to become a reference in continuing the interview stages with parties related to the objectives and core of the problems being studied. Documents from observations become material for study to find conditions and problems in the sharia institutional/agency. The data analysis technique used in this research is the interactive model data analysis technique of Miles and Huberman which includes: the stages of data collection, data reduction, and conclusion/ verification.

3. DISCUSSION

3.1 Bureaucratic Reform through Institutional Arrangements

Referring to Fountain's theory (2007), bureaucratic reform through structuring of sharia service / institutional

bodies is institutional, organizational and procedural improvements in the government bureaucracy in order to increase responsiveness to society and improve organizational or institutional efficiency and effectiveness through institutional structuring. Institutional arrangement is carried out by structuring the relationship between the units which also regulates how to work together to achieve mutually agreed goals. There are several things or that indicate a change or reform in the bureaucracy, namely: Development of a sharia institutional organizational structure that is tailored to the needs of Aceh government affairs. Services, technical institutions and special institutions as follows;

Figure 1. Sharia Institutional Organization Aceh provincial government

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Dinas - Dinas		Technical Institution	Special Institution
Islamic Service	Sharia	Wilayatul Hisbah	Ulama Consultative Assembly
Dayah Office	Education		

Source: compiled by the author from <https://acehprov.go.id/>

According to the theory of Thoha (2006), the implementation of bureaucratic reform through institutional arrangement includes institutional structure, the system used and the behavior of human resources or bureaucratic culture. The Aceh Provincial Government is committed to improving governance by carrying out bureaucratic reform. strategic steps from various agendas that will be carried out related to reforming the bureaucracy in the context of realizing a mandated Aceh governance development program through the completion of the Aceh Governance Law (UUPA) derivative. Implementing and implementing Acehese culture and Dinul Islam values in government and community life effectively and appropriately. Strengthening the quality of human resources and development of Aceh that is proportional, integrated and sustainable. In terms of the implementation of Islamic law as a mandate of the law, the Aceh government makes it an agenda that will be carried out in relation to reforming the bureaucracy in order to realize a development program for implementing Aceh culture based on Islamic dinul values both in governmental structures and in social life effectively and right. Based on this information, the Aceh provincial government has formed several sharia-based institutions, including government agencies, technical institutions and special institutions to run it.

3.2. Factors Influencing Institutional Arrangement Bureaucratic Reform

In achieving the implementation of reform in a sharia institutional bureaucracy, there are several important factors that need to be considered, namely:

3.2.1 Productivity of Apparatus Performance in Sharia institutions

The concept of productivity can be used to explain how resources are used optimally so that they can produce maximum output (Rosen: 1993). In the matter of implementing the Qanun, the Aceh provincial government requires the role of state institutions as administrative support from the central government. There is a policy mismatch in the bureaucracy with the expectation that the community will become a new phenomenon in the context of the sharia-based bureaucracy, administrative practices that also have an impact on overlapping authority in institutions such as problems in implementing special autonomy which are not based on sharia is indicated by the lack of seriousness of government agencies as executors such as synergy and coordination. between the Islamic Sharia Service (DSI), DPR, the Ulama Consultative Council (MPU) and related institutions have not found a clear form.

To achieve success in bureaucratic reform, serious human resources are needed regarding the achievement of good output and performance for bureaucratic employees, this is an important factor in an organization. Increasing the productivity of personnel performance in sharia institutional organizations in the province of Aceh has been carried out by means of improvement techniques in matters that can affect performance productivity such as the provision of rewards or allowances, perhaps even greater figures given compared to other provinces in Indonesia. The reward is given to support employee work performance, given based on work targets related to the main duties and functions of each in accordance with the existing OPD structure. The form of punishment is also imposed, by imposing sanctions in accordance with the violations committed, such as cases of maladministration (bad behavior) in service, allegations of procedural irregularities, failure to serve, discrimination, abuse of authority, incompetence and conflicts of interest.

3.2.2. Culture/ Work Culture of Sharia Bureaucracy

Bureaucratic reform, especially in the bureaucratic culture, shows that dynamic institutions are seen by the presence of new ideas, fresh perceptions, continuous upgrading, fast actions, flexible adaptation and creative innovation. such institutions will give birth to institutions that are always learning, fast and effective policies and endless changes. Especially in an Islamic bureaucratic

culture such as in Aceh, the values that are considered important in the mental development of a Muslim in the bureaucracy are sincerity, congregation and trust. There is a saying in Latin, "Stilla Cavet Lapidem" which means water that drips continuously, finally it can penetrate the rock'. As the Prophet said, "The most devoted charity is one that is done continuously even if a little." From this it can be concluded that positive habits must be sustained on an ongoing basis.

3.2.3. Implementation of a Professional Culture

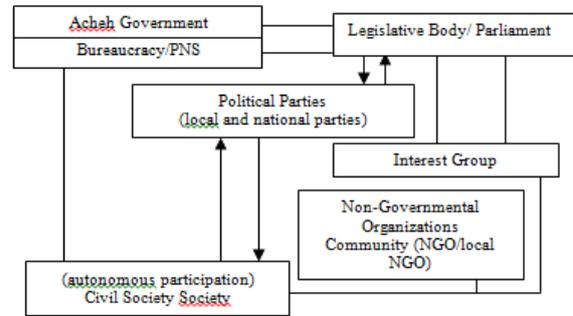
The grand design of Aceh's autonomy is designed in five sectors that are the focus of attention, namely aspects of education, economy, governance, law, and aspects of Acehese cultural customs in Islamic dinul. From these five aspects, Islamic law has become the mainstream for all policies and performance of all SKPA and SKPK so as to encourage the creation of bureaucratic governance in order to support the presence of bureaucratic services that are easy, cheap, effective and lawful. Therefore, professional practitioners in sharia institutions are expected to work with good quality as expected from their profession. Not only doing their job properly but also well and creating satisfying quality. This is what is expected from a bureaucratic reform, especially in terms of structuring the bureaucratic culture. Overall, it can be said that the implementation of a professional culture in sharia institutions in Aceh has started well. This is in accordance with the completion of various assigned tasks and various obligations that must be carried out by employees in accordance with the demands inherent in their profession that can be overcome and completed. However, there are still obstacles to this professional culture, namely related to the intervention and neutrality of the bureaucracy politically, for example, there are still elite interests involved in regional head elections, which in turn, these regional heads have the authority to appoint, move and dismiss employees who are already professional. in its field, even though this professionalism is a reliability in carrying out tasks so that it is carried out with high quality, on time, procedures that are easy to understand and follow by the executor Based on the theory, professional practitioners are expected to work with good quality as expected from their profession. Not only doing their job properly but also well and creating satisfying quality.

3.2.4. Bureaucratic Neutrality

Based on the several models offered, if we look at the face of the Aceh bureaucracy today, there is a tendency to use the Incremental model, where too many procedures and standard operating procedures are often numbered or used as an instrument that is always used by the central government. National political decision-making is very dominated by the government and such an impression is difficult to argue with (Erry Riyana: 2003). The Aceh government carries out bureaucratic neutrality from political interests. The following is a model of

bureaucratic neutrality from political intervention that is expected to be healthy for the Aceh bureaucracy in the future;

Figure 2. Political Neutrality Model of Bureaucracy



Characteristic features :

- * The bureaucracy is not affiliated with Political, distant from political parties.
- * Be non-discriminatory towards citizens and political parties
- * The role of NGOs and interest groups is more flexible (bigger)
- * Communities participate autonomously to build a Civil Society (there is democracy, human rights and social justice).

→ The path of influence of political power.

— Path of persuasion and social coordination.

4. CONCLUSION

Based on the results of the research and the description in the discussion, it can be concluded that the implementation of sharia institutional bureaucratic reform in the Aceh provincial government through institutional arrangement according to the theory of Thoha (2006) which includes the institutional structure, the system used and the behavior of human resources or bureaucratic culture has not been so effective and efficient. still needed to emphasize the role of government, both the executive and the legislature and stakeholders to maximize the implementation of bureaucratic reform as a whole. The factors that influence the implementation of bureaucratic reform through sharia institutional arrangements in the Aceh provincial government include: The OPD (Regional Apparatus Organization) structure in the Aceh Provincial Government, has been prepared based on Government No. 18 of 2016 concerning Regional Apparatus, which subsequently in the Aceh provincial government has stipulated Aceh Qanun Number 13 of 2016 concerning the Formation and Composition of Aceh Apparatus. Every task and authority carried out by each institution has been based on the rules and guidelines that the executive executor in the field of sharia must be carried out by established agencies and institutions. Sharia bureaucratic work culture or culture. The application of professional culture and bureaucratic neutrality is good

even though there are still a few obstacles in the system which are said to hurt the professional image of employees. However, overall according to the observations made, regarding service to the community as a demand from the profession, it can be said that there has been improvement, this is in accordance with the information provided by several informants as well as the results of observations made by the author.

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