Public Sector Governance Challenges: A Case From The Surabaya City Government

Naufal Ramadhan[1] Renata Aulia[1] Gloria Reinata[1] Shella Irawan[1]
Yuyun Eka Kartika Sari[1] and Achmad Aufa Anggarda[1]

[1] Universitas Negeri Surabaya, Surabaya, Indonesia
`naufal.21048@mhs.unesa.ac.id`

Abstract. It is the government's responsibility to address the wide range of public and private sector complaints that arise as a result of the imperfect management of the public sector by the government. Fixing the government system will be less difficult if people are aware of the problems that exist. The research team in this study hopes to learn more about the difficulties of public sector governance by observing how the Surabaya city administration administers the public sector according to good governance principles and looking for gaps and flaws in that system. The research in this paper is descriptive and qualitative in nature. Articles use methods like interviews, observations, and documentation to compile their data. This variable represents the UNDP's metrics for achieving the following goals: The eight principles are as follows: 1) involvement; 2) legality; 3) openness; 4) adaptability; 5) consensus building; 6) fairness and inclusion; 7) effectiveness; and 8) responsibility. Using the idea of plausibility analytical processes, researchers examined the causality of the study's findings to offer reforms to Surabaya's public sector administration.

Keywords: Governance challenges, Surabaya city government, Good governance, Public sector.

1 Introduction

1.1 VUCA Era: Leadership and Implication in Influencing Bureaucratic Conditions

"Uncertainty" is life's overarching theme. No one anticipated the threat that Covid-19 would pose to humanity in early 2020. The Covid-19 epidemic has swiftly and widely infected human populations across the planet. The health care system is the primary source of disruption and anxiety for the nation and its people. There is a phrase used to define and identify difficulties in life that originated in the military. The phrase "VUCA era" is used to describe the current global environment, which is characterized by rapid and unexpected change, the impact of many, conflicting, and uncontrollable causes, and the increasing relativity of objective truth and reality. The phrase "volatile, uncertain, complex, and ambiguous" (VUCA) was first used by the Army War College, and it was popularized in the context of business by New York Times writer Thomas Friedman

[1]. Bob Johansen created VUCA Prime, a "blueprint" for leadership development that centers on competencies [2].

The public sector organization saw the effects of VUCA, notably complexity at the point level, which is defined by challenges in acting and pressing for changes required to react to complex linkages of various issues. Knowing how to initiate change in order to fix an issue is becoming ever more challenging. Bureaucrats are often used as a synonym for leaders and policymakers in public institutions. The authorities did not have much time to go through the complicated circumstances before acting hastily and enacting temporary fixes. According to the work of Yanuar Nugroho, "analysis paralysis" renders leaders and policymakers too slow to take decisive action in such a scenario.

The bureaucracy in Indonesia, particularly the policymaking process, feels the effects of this precarious lifestyle. Indonesia's bureaucracy is in bad shape, with many people dissatisfied with its performance and offering complaints and criticism. Instead of a positive or rational image (bureau rationality), as seen in the Weberian rational bureaucracy [4], the bureaucracy displays a dreadful, negative empirical state or as an illness (bureau pathology).

1.2   Bureaucratic Polity Intervention in the Policy Formulation Process

Bureaucracy, as Suwarno sees it, was borrowed word for word from the English [5]. The word's etymology may be traced back to the desk where government officials often do their writing (a "bureau") and the concept of regulations (a "cracy"). As may be expected, the word bureaucracy was described as the influence or authority of government officials in European language dictionaries of the 18th and 19th centuries. The "heart" of each nation is its bureaucracy. The state of the nation as a whole may be gauged by the state of its bureaucracy. However, a nation will also perish if its bureaucracy is destroyed. Trust in government may be restored, in large part, after the devastation of a nation. The term "Bureau-cracy as the machinery of state" describes this idea. A contemporary human being will always have to deal with government agencies, also known as bureaucracy, since bureaucracy is a living reality that has become such an essential player in the history of humanity from birth to death.

During the New Order period, the public regularly paid attention in the form of harsh criticism. No matter whether it's a local bureaucracy or a national one. That is why most people associate bureaucracy negatively, thinking of it in terms of sluggish and confusing service. The perspective of an outsider observer provides much more insight into the Indonesian bureaucratic paradigm. According to Karl D. Jackson, Indonesia's bureaucracy is a prototypical example of a bureaucratic polity, a form of governance in which power is concentrated in the hands of a few and citizens are effectively disenfranchised. Both the political terrain and the model run counter to Weberian bureaucracy, a school of thought developed by Max Weber. There is a clear degree of specialization or division of tasks; there is a hierarchical authority structure with clear boundaries of responsibility; there are personal (impersonal) relationships between members; employees are appointed or recruited based on their technical skills; and there is a separation between official affairs and personal affairs, which allows for the proper efficient implementation of duties [4, 6, 7].

The bureaucratic polity model is seen as producing policy not on the basis of limited rationality but rather on the basis of political interests and closeness to stakeholders, which will always have unfavorable results. Corruption among government officials is one of the most significant negative effects. The state lost up to Rp32 billion [8] due to corruption schemes orchestrated by Minister of Social Affairs Juliari Batubara. The Minister of Marine Affairs and Fisheries also signed an export policy for lobster seeds. The investigation revealed that Edhy Prabowo had stolen Rp25.7 billion [9]. Thirdly, bribery in construction contracts Setya Novanto, head of the Golkar Party group, projected a state loss of 2.3 trillion [10] due to the e-KTP, which was only uncovered five years after the initiative was completed. The three examples above show that political factions are not immune to corruption among their ranks of public officials.

According to Harold J. Laski [11], one of the state's goals is to pursue the well-being and prosperity of its people; when the state loses due to corruption, the money should be diverted to individuals in need. This incident should serve as further impetus for government entities to act professionally and with the highest standards of honesty. Modifications to the government's structure should be made at the very core. The time is now to implement bureaucratic reform in order to improve governance by addressing problems with human resources and institutional management. The reform of bureaucracy has become the bedrock of improving people's lives by creating a system of government administration that is both effective and efficient.

2   Method

This scholarly publication will use descriptive research with a qualitative approach. Results from qualitative research, focus on meaning rather than generalizations, since researchers utilize themselves as the main instrument to investigate the state of natural things.

Since Surabaya is a metropolitan city, the researchers gathered data through a combination of the following methods: (1) literature studies, including reviews of relevant academic journals, books on public policy, and the UNDP's Good Governance Indicators; (2) direct observation; (3) interviews with representatives from across the city government; and (4) Photographs of public sector governance activities in Surabaya city administration were gathered throughout the study for this article.

An interactive model is employed for the data analysis. Interactive model is the result of data collection via interviews with multiple sources, data reduction via sorting and summarizing said data to keep it in line with the research focus, data presentation via analysis of said data obtained in order to present said data in the discussion, and finally, drawing conclusions supported by related evidence to answer the research problem formulation.
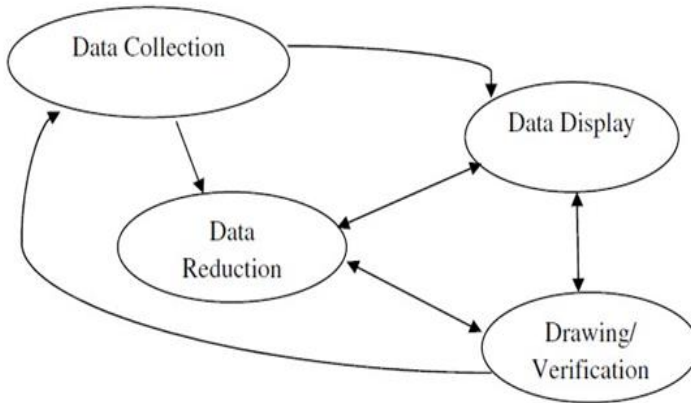
Fig.1. Interactive modeling techniques.

The researcher examined the Public Sector Governance Challenges in Surabaya City using UNDP's Good Governance Indicators. With these metrics, we can evaluate the state of governance in Surabaya and see how it stacks up against other cities.

Researchers used plausibility analysis approaches to evaluate suggestions made after studying how the COVID-19 immunization program would be put into action. After the research has been completed, suggestions for policy change may be made. Researchers created a study flow graphic to help readers better comprehend their findings in Public Sector Governance Challenges: A Case from the Surabaya City Government.

3   Results and Discussion

3.1   Result of the Analysis with Good Governance Indicator

Key to successful government is public engagement in policymaking and implementation. Getting individuals involved in the decision-making process via participation is a crucial first step. Participation must be well-informed and well-organized regardless of how it is achieved. By having more individuals actively involved in society, the goals and ideals of political rights may be realized. The rule of law, which is embodied in the legal framework, guarantees everyone an equal opportunity to weigh in on public policy decisions.
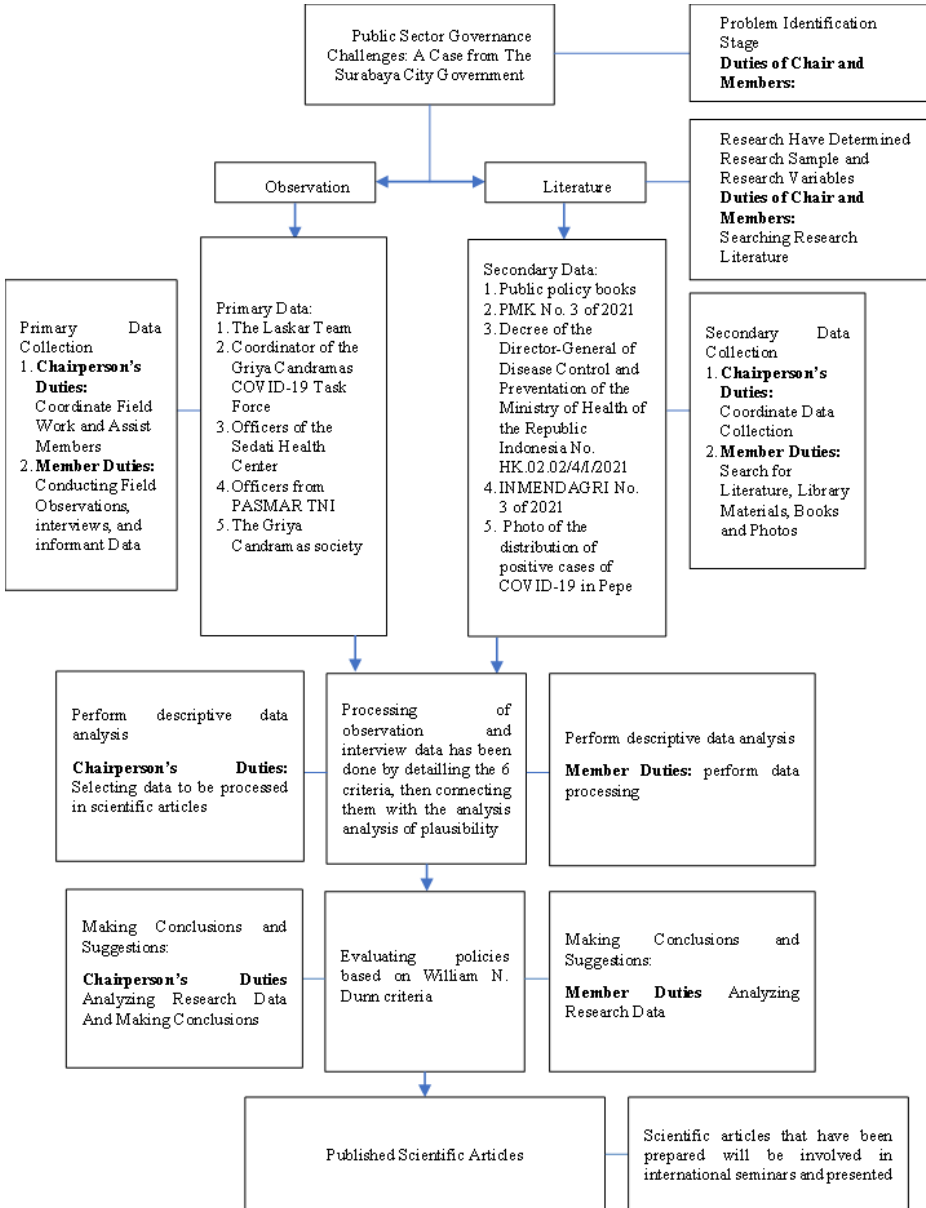
Fig.2. Challenge of governance of the city of Surabaya

Table 1. Major characteristics of good governance.

Type of Criterion	Question
Participation	Every society has the right to communicate its ideas in the process of decision-making, whether directly or indirectly via institutions.
Legal Order	Legal laws, in the form of an equitable framework and legislation, are enforced and strictly adhered to, particularly with regard to human rights.
Openness and Receptivity	Free and open access should be provided to any and all forms of public information, including but not limited to printed materials, the internet, and other forms of mass media.
Moderated by a Consensus	By adopting the ideas of superior public service, governmental institutions need to be geared toward serving not just the public but also the private sector.
Fairness and Acceptance for All	They need to work as mediators between the many competing interests in order to reach an agreement, which can then be applied to the policies or processes of the government.
Proven Efficiency and Effectiveness	They make it possible for all involved parties to improve the quality of their lives in some way.
Accountability	The operation of activities and institutions is geared toward generating something that satisfies requirements, makes effective use of the resources that are at hand, and can be maintained through time.
Participation	Accountability to the general public is required for any decisions or policies developed by the government, the corporate sector, or the community.

3.2. Quo Vadis Public Sector Governance

Executives in public organizations are swept along by calls for administrative change that seek to achieve the paradigm conditions of good governance, quantifiable performance, and the purported implementation of New Public Management. The problem thus is that politicians are pressuring regional autonomy via the ideals of the newest paradigm, while the bureaucracy is under constant pressure to be professional and responsive. Inevitably, political interests will influence the formulation and implementation of policies. De-mocratization typically leads to the politicization of bureaucratic reform, which in turn leads to the reduction of administrative reform to a purely technical level. The bureaucracy has a hard time being impartial due to the political dynamics of the government. [5].

4   Conclusion

4.1. Summary

Leaders in the public sector, including the bureaucracy, may have been encouraged by the VUCA framework's emphasis on rapid change. Many reforms have been implemented to improve the bureaucracy, but the underlying ethos, which Karl D. Jackson labels a "bureaucratic polity," persists. Policy formation based on political interests and closeness is impacted by the government's maintenance of the "gift" via political parties that are less capable of the dynamics that are present through many directions. There is a great deal of political pressure on the bureaucracy, as though the authority available might force policymakers to collude for political ends. The bureaucracy's main adversary so far has been corruption, which emerged as a consequence of a number of competing political interests. ASN will be officially recognized as 2021's most corrupt organization. After the financial crisis, attempts were made to reform bureaucracy, although they have not yet reached their full potential. There is a lack of evidence-based policy in the function of policy analysts as quality control over the formulation process. At the core, the intervention of the political elite continues to reign.

4.2. Suggestion

Based on the foregoing results, academics might recommend public sector governance: (a) Based on effectiveness indicators, policy implementers must educate and socialize the public about vaccine safety and body immunity to increase public participation in the COVID-19 vaccination policy at Griya Candramas. So society accepts the COVID-19 immunization strategy and reduces its prevalence, (b) Based on efficiency indicators already met, but needs an increase in budgeted operational funds, facilities provided, and coordination between the Laskar Team, PASMAR TNI, Sedati Health Center, and Pepe Village to optimize the COVID-19 vaccination policy in Griya Candramas, (c) Based on the indicators of adequacy, policy implementers and society at Griya Candramas must enhance awareness of following health protocols even after vaccination, such as wearing masks to society activities. based on equity indicators, on the distribution of information, where one of the Heads of Neighbourhood miscommunicated with the committee and did not inform them of the data requirements for the second dose because a handful of society only took the second dose at Griya Candramas. Therefore, frequent communication is needed. The SOP should be written because at the start of the COVID-19 vaccination policy at Griya Candramas, there was no written SOP, only verbal, and there were several flows. COVID-19 vaccination through Whatsapp group exclusively. (e) Based on met response indicators. People who require vaccines for job, socializing, and shopping demonstrate this. Government restrictions mandate them to utilize public facilities, encouraging them. Thus, Griya Candramas society must understand the relevance of COVID-19 immunization to boost community immunity.

References

1. Johansen B, Euchner E. Navigating the vuca world. Research-Technology Management. 2013;56(1):10–15.

2. Lawrence K. Developing leaders in a vuca environment [Internet]. North Carolina: UNC Kenan-Flager Business School; 2013 [cited 2021 Sep 24]. Available from: https://www.emergingrnleader.com/wp-content/uploads/2013/02/developing-leaders-in-a-vuca-environment.pdf

3. Nugroho Y. Nalar ep. 29 kepemimpinan di era vuca [YouTube video]. Yogyakarta: Yanuar Nugroho; 2021 Feb 19 [cited 2021 Sep 21]. Available from: https://www.youtube.com/watch?v=19K8ina8tQo

4. Weber M, Stanislav A. Max Weber on capitalism, bureaucracy, and religion: A selection of texts. London: Allen & Unwin; 1983.

5. Albrow M. Birokrasi. Yogyakarta: Tiara Wacana; 1996. Yogyakarta: Tiara Wacana; 2015.

6. Wright V. Comparative government and politics an introduction. London: The Macmillan Press Ltd; 1992.

7. Alam B. Perjalanan juliari korupsi bansos covid: Potong Rp10.000 dulu, minta bebas kemudian. Merdeka News [Internet]. 2021 Aug 23 [cited 2021 Sep 30]. Available from: https://www.merdeka.com/peristiwa/perjalanan-kasus-bansos-perintah-juliari-potong-rp10-ribu-per-paket-berakhir-bui.html.

8. Iqbal M. Korupsi benih lobster: Edhy prabowo dituntut 5 tahun penjara. CNBC Indonesia [Internet]. 2021 Jun 29 [cited 2021 Sep 30]. Available from: https://www.cnbcindonesia.com/news/20210629185320-4-256888/korupsi-benih-lobster-edhy-prabowo-dituntut-5-tahun-penjara

9. Widiastuti R. Begini kronologi kasus setya novanto. Nasional Tempo [Internet]. 2017 Dec 13 [cited 2021 Sep 30]. Available from: https://nasional.tempo.co/read/1041781/begini-kronologi-kasus-setya-novanto.

10. Budiarjo M. Dasar-dasar ilmu politik. 4th ed. Jakarta: Gramedia Pustaka Utama; 2009.

11. Minardi A. Politik reformasi birokrasi. Jurnal Pendayagunaan Aparatur Negara. 2020;2(2):4–9.