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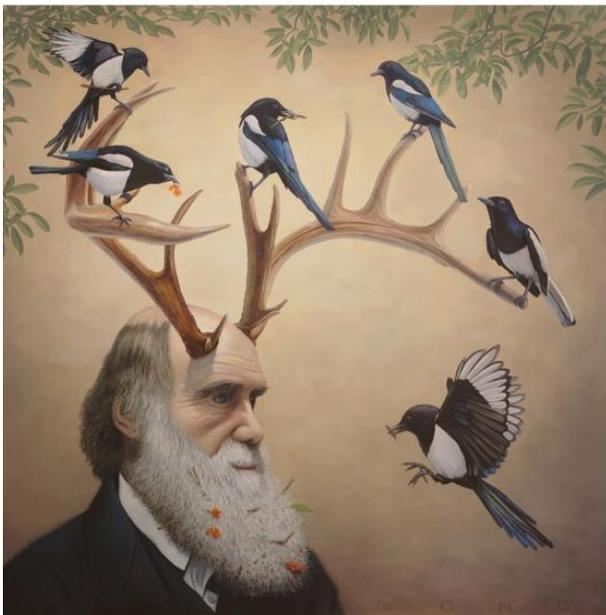
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Universidad del Zulia
Facultad Experimental de Ciencias
Departamento de Ciencias Humanas
Maracaibo - Venezuela

Reinventing Government in Analysis Model of Bureaucracy Service Policy in Indonesia

Rusdin Nawi¹, Zulkarnain Umar²

¹Panca Sakti University Makassar, Indonesia. rusdinnawi2018@gmail.com

²Islam University Makassar, Indonesia. zulkarnainumar2018@gmail.com

Abstract

The goal to be achieved is to answer the problems raised from this study, namely: 1) knowing the application of reinventing government in Indonesia; 2) knowing the bureaucratic service policy model in Indonesia; and 3) knowing reinventing government in the bureaucratic service policy model in Indonesia. This type of research is qualitative with the type of case study research related to the bureaucratic service policy of analysis model. Furthermore, the research informants are parties involved in the service of bureaucracy in Indonesia, both service decision makers in government agencies, state-owned enterprises, private and independent institutions. The data collection techniques were in the form of literature review of books, journals, reports on bureaucratic services from updated sources and observed case observations. Data analysis techniques include reduction, presentation and verification of data. The findings of this study are reinventing government in the bureaucratic service policy model in Indonesia, where the government in running the government must be able to invest in the government to strengthen the existence of the government to serve the public. The bureaucratic service policy model run by government agencies has not combined a variety of general and simple models. The implementation of reinventing government which must be in accordance with the model of “Constructive Bureaucratic Services”, namely combining the interests of the state, government, bureaucracy and the public in one unit “serving” for “service” is the best for the public.

Keywords: reinventing government, policy model, bureaucratic services

Reinventar el gobierno en el modelo de análisis de la política de servicio de burocracia en Indonesia

Resumen

El objetivo a alcanzar es responder a los problemas planteados en este estudio, a saber: 1) conocer la aplicación de reinventar el gobierno en Indonesia; 2) conocer el modelo de política de servicio burocrático en Indonesia; y 3) saber reinventar al gobierno en el modelo de política de servicio burocrático en Indonesia. Este tipo de investigación es cualitativa con el tipo de investigación de estudio de caso relacionada con la política de servicio burocrático del modelo de análisis. Además, los informantes de la investigación son partes involucradas en el servicio de la burocracia en Indonesia, tanto en la toma de decisiones de servicio en agencias gubernamentales, empresas estatales, instituciones privadas e independientes. Las técnicas de recopilación de datos consistieron en la revisión bibliográfica de libros, revistas, informes sobre servicios burocráticos de fuentes actualizadas y observaciones de casos observados. Las técnicas de análisis de datos incluyen reducción, presentación y verificación de datos. Los resultados de este estudio están reinventando al gobierno en el modelo de política de servicio burocrático en Indonesia, donde el gobierno en la gestión del gobierno debe poder invertir en el gobierno para fortalecer la existencia del gobierno para servir al público. El modelo de política de servicio burocrático administrado por agencias gubernamentales no ha combinado una variedad de modelos generales y simples. La implementación de reinventar el gobierno que debe estar de acuerdo con el modelo de “Servicios burocráticos constructivos”, es decir, combinar los intereses del estado, el gobierno, la burocracia y el público en una unidad que “sirve” para “servicio” es lo mejor para el público .

Palabras clave: reinención del gobierno, modelo de política, servicios burocráticos.

I. INTRODUCTION

The success of a country's government bureaucracy is inseparable from reinventing government. Haldwen (2008) states that the success of the state in providing pro-public services lies in reinventing the government. The indications of success are always in the form of bureaucratic service policies. The government does or does not have to have a policy in the field

of bureaucratic service. This means that Indonesia and some countries that have advanced bureaucracy have always made reinventing government as a model for analyzing bureaucratic service policies.

Nowadays, Indonesian government seeks to develop reinventing government by carrying out various bureaucratic cuts in the service sector in order to realize strong government entrepreneurship. The phenomenon seen in the government bureaucracy of several bureaucratic services carried out by the government has not shown maximum effort to strengthen bureaucratic services to sustain the dynamics of good, clean and responsible government activities. Osborne and Gaebler (2010) state that the failure of good, clean and authoritative governance is due to weak reinventing government.

The indications are seen in the Indonesian bureaucracy compared to some countries that have developed the advanced reinventing the bureaucracy by which they always pay attention to the principle of reinventing. For Indonesia, it has not actualized a responsible government for bureaucratic-oriented catalysts, it often finds deviations and deviations from bureaucratic service practices, the bureaucratic services have not been public, dominant political interests than the public is still found, competitive government-oriented services in terms of giving satisfaction, and the public often complains at the service delivery capabilities. In addition, bureaucratic services are often not in accordance with actualized service missions, the services provided are not results-oriented, not customer-oriented, where the public is a partner that must be served well. Including the essence of reinventing government that has not been able to be implemented is the lack of bureaucratic entrepreneurship that can empower the public. In this condition, the level of anticipation in supporting services that are still weak has not been centralized and it has no a market orientation that provides benefits for the services provided.

The failure and weakness of the Indonesian government in developing a reinventing government oriented policy analysis model has caused public services to be degraded until protests and service conflicts are expected by the public. Solomon (2006) states that public service is a breath of bureaucracy oriented to government reinventing. Between service and bureaucracy cannot be separated in reinventing government. Service is the orientation of activities in the bureaucracy, while bureaucracy is the power possessed by the organization to organize the administration according to the demands of services expected by the public. Samuel (2009) argues that bureaucratic service standards are always oriented to simplicity, ease,

speed, efficiency, effectiveness, economy and are responsible for the services provided.

There are several indications that reinventing government is difficult to actualize due to the lack of legal products that overshadow the existence of a reinventing government, so it does not crystallize a model that can generally recommend a policy as a solution to provide the best services carried out by government agencies today. Bailey (2007) explains that a government that is capable of implementing reinventing government will easily realize the existence of quality bureaucratic services. In addition, Ackoff (2010) states that the quality of reinventing government is the independence and empowerment of quality-oriented services with prospective satisfaction.

Based on the background, there are several studies of reinventing government that are observed based on gaps found in the field as facts that require solutions; 1) the implementation of government reinventing is still low; 2) the obscurity of the bureaucratic service policy model that must be carried out by government agencies; and 3) implementation of reinventing government in accordance with the appropriate bureaucratic service policy model for Indonesian government. The three solutions to be achieved are certainly not easy without going through a representative scientific review process.

II. THEORITICAL REVIEW

A. Reiventing Government

Ackoff (2010) states that reinventing government is a representation of the paradigm of the new public management, the state is seen as a modern service company that must provide the best quality and maximum service. Barnluhn (2008) states that the theory of reinventing is known as the theory of government reform which essentially encourages the government to cut unnecessary services to realize public satisfaction. Osborne and Plastrick (1997) state that reinventing government is a transformation of systems and organizations of government that are effective, efficient, transparent and goal-oriented. Then, transformation theory becomes an important element in realizing the reinventing government.

Building a theory of reinventing government is supported by the “big government concept” which essentially makes the government as a bureaucratic entrepreneur with the public on its’ side. The theory of alignments from Denhardt and Denhardt (2010) that bureaucracy attaches importance to public interests and goals. It becomes an important principle in reinventing government to realize a bureaucratic service policy model by building

10 principles from the development of Osborne and Gaebler (2010) theories that are entrepreneurial governance that are catalyst, publicly owned, competitive, mission driven, results oriented, customer oriented, entrepreneurial, anticipatory, decentralized and market oriented. These ten principles create an efficient, effective, transparent and accountable service-oriented government.

The importance of reinventing government is inseparable from the support of core strategy theory. Albert (2010) states that systems and public organizations are at the core of bureaucratic service policies. Caiden (2006) explains the theory of the consequences that the government always changes initiatives by accepting logical consequences in improving their performance. In line, Clead (2010) states the theory of virtue that policy and service are the virtues needed in bureaucracy. Bulisuar (2009) constructive orientation culture theory policy, service and bureaucracy are cultural values oriented towards achieving goals.

The meaning of reinventing government is a design oriented to government entrepreneurship, so that constructive model theory is needed. Donald (2009) explains that policy, leadership, service and bureaucracy are built to create an effective, efficient, clean and clear government. Fredrickson (2007) contends that reinventing government greatly influences policy. In addition, Dunn (2004) states that the theory of policy analysis is a series of political activities carried out by the government to the public. Politics is meant to offer the good of the government to the public (Holmesd, 2010). Moreover, Henderson (2010) states that each policy analysis produces a solution. The theory of solutions from Norton (2014) resolves problems without causing new problems in the bureaucracy.

B. Model of Public Policy

Reinventing government requires a public policy model to facilitate the achievement of the objectives of bureaucratic service. The theory of the model from Quade (2008) states that the model is a complex existence of problems to be designed in realizing goals. In principle, model theory is a simple representation of the selected aspects of a problem arranged for a particular purpose. The form of the public policy model is inseparable from the six model theories that can be used namely institutional, group, elite, rational, incremental, system and game models. Jeremy (2010) states that the six models are important constructs in building a reinventing government that is in accordance with the design and desired goals.

Institutional theory is needed to make an institutional model in public policy. The model of institutional theory proposed by Gullick and Urwick

(1988) that the organizational structure of government institutions plays an important role in determining the success of organizational goals. Including in this case the realization of institutionalized reinventing government. Public policy in its actualization requires a group model. Group theory stated by Gross (2010) that interest groups in an organization determine the direction of public policy. Wallens (2012) states that groups in an organization play an important role in implementing public policies including implementing groups that provide bureaucratic services.

Developing a public policy model is also very dependent on the actualization of elite theory. This theory was put forward by Gilton (2010) that the policy elite is an actor maker or decision maker in the direction of bureaucratic policy. Elite in this regard is as a determinant of service success in the organization. Rogers (2008) states that the determinant of organizational success is in the elite who are able to provide the best service in the bureaucracy.

The application of the public policy model is always judged based on the level of rationality. The theory of rationality provides the most efficient, effective, positive alternative and in accordance with the objectives of the bureaucratic service policy. According to Haldwen (2008), the rationality theory model of the bureaucratic service policy that is accepted is always practical, efficient, effective and objective. Murdock (2007) states that rational bureaucratic service is always accepted and liked by the public. The importance of this rationality model matches the incremental model of public policy. Incremental theory according to Hart (2009) bureaucratic policy always offers a compromise for the interests and progress of the organization. Yacobus (2013) states that improvement is at the core of the policy of bureaucratic service in providing strengthening reinventing government.

Significance contributions in public service policies can not be separated from the system model that can be applied by the bureaucracy. The theory of the system approach from Easton (2011) that the system is a series of mutually supportive links to produce representative general policies. In this condition, the better the system is, then the better the policies implemented will be, and it will also produce good bureaucratic services. Walter (2010) states that the system model is an important construction in determining the right public service policy in the bureaucracy becoming an assessment to make a bureaucratic game model. Game theory according to Jeffrey (2008) that policy as a rational choice in certain situations that play an important role in solving problems.

C. Service Policy

Reinforcement of reinventing government must be a dissertation on actualized bureaucratic service policy. Dye (2012) points out the theory of public policy that what is not done or done by the government is very important for making policies. This means that policy is very important because it is a solution for the problems. Easton (2011) highlights a wise theory which states that all forms chosen by the government are wisdom for society including how the government makes service policies that must be willing or unwilling to be done wisely by the government.

Public policy in the field of service has important meaning, so a solution theory is extremely needed. Udoji (2008) states that each policy is a solution that must be done by the government. Every service is an activity that must be carried out and given by the government to the public. Meanwhile, Failure of service policy occurs if the government cannot make service as a solution needed by the public. The public policy process according to Dunn (2008) includes agenda setting, formulation, adoption, implementation and policy assessment. Surely, the policy in question is a service policy. Solomon (2006) states that service policy in providing services that are complete, simple, efficient, effective, consistent and economically oriented.

The existence of public policy in services is the legislation that applies in a country. Dye (2012) states that laws and regulations and government regulations are the highest and noblest public policies for the benefit of society. Robbinson (2007) proposes a behavioral theory that the best behavior is to decide policies that favor the public. The real manifestation of policy behavior is to provide the best service to the public that has been regulated based on the applicable laws and regulations in a country.

D. Bureaucratic Services

Peter (2007) highlights the goal of reinventing government that is bureaucracy. In line, Roskin (2010) states that bureaucracy is an important entity of a country. Peter (2007) also explains bureaucracy as an identity that shows a hierarchical institution that has a serving portion for the public. In this case, service is the essence of bureaucracy. Similarly, Cevlin (2010) states that service is an administrative action that is in accordance with the regulations of information gathering that must be carried out by service providers. Brady and Cronin (2011) put forward the theory of service quality that every action to produce physical, social and outcome qualities

greatly determines the form of service. This case also includes the form of bureaucratic service that is to provide the best service as expected.

Adopting the service quality theory proposed by Parasuraman (2012), service quality is determined by five dimensions known as the RATER concept (reliability, assurance, tangible, empathy, responsiveness) to realize customer satisfaction including in this case public satisfaction. The government in realizing quality services in the concept of reinventing government is to use the theory of service empowerment. Norton (2014) states that service empowerment serves without charging fees. This means that the government has grown reinventing government in serving the public. The bureaucratic service study is always confronted by Herzberg's satisfaction assumption theory, that service satisfaction is assumed to fulfill the expectations, needs and expectations that are large in accordance with the objectives. Barata (2001) the core service theory always attaches the importance of public interest above the interests of organizations or groups. Therefore, the most important bureaucratic service is to serve the public well. The manifestation of good public service is to provide something of value to realize public goals.

III. RESEARCH METHODS

This research is a qualitative research. Sugiyono (2006) explains that qualitative research includes the use of subjects studied and collections of various data from case studies, personal experiences, interviews, observational texts, visuals that illustrate everyday meaning. This type of research uses case studies on reinventing government in the bureaucratic service policy model. The data source consists of primary data and secondary data. Primary data is in the form of interviews and observations, while secondary data is gained from books, literature, writings of scientific works, international journals and rational supporting for the relevance of secondary data of this research.

Furthermore, research informants are parties involved in the service of bureaucracy in Indonesia, both service decision makers in government agencies, state-owned enterprises, private and independent institutions. The data collection techniques are in the form of literature review of books, journals, reports on bureaucratic services from updated sources and observed case observations. Data analysis techniques include data reduction, data presentation and data verification. The validity of the research data is through triangulation checking according to observations which involves elements of the researcher, methods and objects observed.

IV. RESULTS AND DISCUSSION

Based on the results of the study, it was found that the implementation of reinventing government realization had not been carried out optimally in various bureaucratic service policies in Indonesia, especially those related to the form of bureaucratic services including official bureaucracy or government departments, bureaucratic agents or state-owned companies, private corporate bureaucracies, and bureaucracy independent company company. The following are the results of the study:

Table 1. Realization and Meaning of Reinventing Government

Observation of Reinventing Government	Realization	Meaning
Catalyst	Not yet optimally integrated	The government running the government has not been able to entrepreneurise through a government that is catalyzed, publicly owned, competitive, mission driven, results oriented, customer oriented, entrepreneurial, anticipatory, decentralized and market oriented, to strengthen the existence of the government serving the public which provides the effect of a bureaucratic service policy analysis model addressed and corrected
Owned by the public	Not optimally siding with the public	
Competitive	Not optimally siding with the public	
Move the mission	Mission descriptions are still low	
Result- oriented	Performance results that have not been maximized	
Customer-oriented	Not in favor of customer satisfaction	
Entrepreneurship	Not self-sufficient professionally	
Anticipatory	Do not have maximum anticipation	
decentralized	Not yet fully decentralized	
Market-oriented	Still profit-oriented individuals or groups	

This study found that the ten points of reinventing government in the form of bureaucratic services applied in Indonesia have not been able to be properly actualized. There were several previous researchers who made comparison from this study. Mark et al. (2000) proved that reinventing government is difficult to implement if it has not been able to show good service performance. Bernadine et al (2007) concluded that the main principle of reinventing government is that the government has the capability of public alignments in accordance with the mission of a centralized result orientation.

It is proved that not all governments in carrying out reinventing government can be run well. Osborne (2007) proves that there are differences in global strategies that affect the success of well-actualized reinventing government. Kim (2009) provides recommendations that independence and service are important elements of reinventing government. That is why

Accrock (2007) states that ideal reinventing government must be oriented to the service policy analysis model.

The succession of reinventing government can be well-actualized according to Onder (2012) which is largely determined by the performance of bureaucratic-oriented services. Therefore, the NPS approach is very important in its orientation. Mann (2011) the application of NPM and NPS contributed greatly to the application of the principle of reinventing government. Johnson (1998) reinventing government is a government, public, service and bureaucratic requirement. Radin (2010) states that the dynamics of bureaucracy must be addressed through reinventing government to realize ideal bureaucratic services. Gruening (2001) manifests the ideals of reinventing government actualized through NPM.

Furthermore, the results of the study are based on the policy analysis model applied from various bureaucratic services in Indonesia, from the results of this study the finding of a service construction model that combines several models producing several propositions are presented in table 2.

Table 2. Model of Analysis of Bureaucratic Services Policy

Model Analysis of Bureaucratic Services Policy	Proposition	Postulate
Institutional	Kelembagaan wadah terpenting bagi pembuat kebijakan pelayanan birokrasi	Service construction model in which government bureaucratic institutions collect group interests in making rational decisions to direct better policies in an organized manner in accordance with the best service strategy
Group	Group interests dominate the form of service	
Elite	Elite decisions greatly determine the direction of public policy	
Rationale	The accepted rationality determines the success of the policy	
Incremental	Directing better and wiser policies	
System	Governance is a systematic procedure	
Games	Strategies determine behavior and public policy actions	

The findings of the service construction model are supported by several previous studies, Burgess and Fagernes (2006) that network policy models to actualize bureaucratic service policies. Christopher (2007) recommends an integrated service analysis policy model. Schouswstra and Ellman (2006) state that the new exploration model explains that bureaucratic service policy analysis is formed institutionally from groups with an interest in the role of elites in making rational decisions, incrementally in an integrated service game system.

The policy analysis model in reinventing government is always made by policy makers in accordance with the interests of public services. Alan (2000) states the role model gives a large contribution in public service activities to realize reinventing government. Thacher (2001) various alternatives in making practical models in conducting service analysis. The principle of practicality is to analyze policies according to formulation, implementation and evaluation based on expected goals. Maitresssh (2010) states that the major contribution of the policy analysis model is handling public services. Means the model is a generalization needed to analyze the appropriate bureaucratic services.

Allen and Richard (1991) propose an integrated model that outlines the relationship between structure, policy, service and performance to build a reinventing government based on integrated bureaucracy. Lawrence (2010) states that the model of a policy analysis of bureaucratic service is a model of teaching public policy. That is, bureaucracy is a container of a learning process to realize satisfying public services. An important element of a model that is oriented to public service policy is the service planning process to strengthen government reinventing in supporting policy making through analysis and learning. As the results of observations from Madlen (2015) which show the success of reinventing government in the analysis model of integrated bureaucratic services.

Understanding some of the recommendations from the results of the above research, the results of this study emphasize the importance of “bureaucratic service construction models” that must be run institutionally from elite groups who have an interest in making rational decisions based on better service policy directions in accordance with the system and service game creations that constructive.

The results show that the implementation of reinventing government in accordance with the bureaucratic service policy model still needs to be addressed and improved because the representation of the implementation of reinventing has not described constructive policy analysis as shown in the data where not all bureaucratic services are running in accordance with the demands of quality, needs, satisfaction and public expectations. as shown in the table below:

Table 3. Form of Reinventing Government according to Bureaucratic Services

Reinventing Government in accordance with Bureaucratic Services	Facts on Realization of Bureaucratic Services	Construction of Bureaucratic Services
Government Agencies (Agency, Agency, Office)	It still needs to be improved and improve the quality of public services.	Construction of bureaucratic services has not been achieved according to service quality, independent and professional orientation, according to the utilization of integrated public satisfaction
State-Owned Enterprises (BUMN))	A form of bureaucratic service that has not been independently and professionally oriented	
Private Service Company	Services that have not been oriented to utilization and public satisfaction	
Independent Institution Services	Services that have not been organized and integrated in involving public satisfaction	

The results of this study have two perceptions with previous research, there are some similarities and the differences. Charles and Eloise (2014) assess that reinventing government oriented to the bureaucratic service analysis model always prioritizes the importance of service quality, independence, professionalism, fulfillment of service satisfaction, utilization and integration. Theo Jans (2007) found the importance of integrated reinventing government in analyzing constructive bureaucratic services in producing quality, professional and integrated services. Myunsuk Lee (1994) states that the best service construction is to produce quality, independence and professionalism of services.

Meanwhile, the results of different studies namely Dacian and Bogdana (2008) are not easy to realize a reinventing government based on integrated bureaucratic services. Catalin, et al (2009) state that without involving public participation, reinventing the government is not service-oriented integrated bureaucracy. Herlind (2008) stated that bureaucratic service administratively depends on the form of satisfactory service. Schober (2009) explains that service performance that determines reinventing the government. Melissa and Louse (2005) points out the concept of understanding government reinventing is oriented to bureaucratic control. Andrew (2017) states that the progress of bureaucracy lies in leadership and the ability to serve the public. Whereas, Frances (2012) stated that the implications of reinventing government do not always correspond to the concept of bureaucratic service.

Basically, reinventing government is a representation of the paradigm of

New Public Management (NPM). On one hand, in NPM, the state is seen as a modern service company that sometimes competes with the private sector. On the other hand, in certain fields monopolizes services, it is still with obligations provide maximum service and quality. Everything that is not beneficial to society is considered as a waste in the NPM paradigm. In this case the residents are not seen as servants anymore, but as public service customers because the tax paid has the right to a certain amount of service and quality. The principle in NPM reads, “close to citizens, has a service mentality, and is flexible and innovative in providing services to citizens”

The concept of reinventing government, if it is translated into Indonesian, means venturing again government activities. Initially, the reinventing government movement was inspired by the burden of large bureaucratic financing but with the performance of a low bureaucratic apparatus. Pressure from the public as taxpayers urges the government to streamline its budget and improves its performance. The operation of the public service function that cannot be further efficient and has burdened the State's finance is requested to be done by the non-government sector. Thus, there will be a process of reducing the role and function of the government which originally monopolized all fields of public services, now becoming shared with the private sector, which was originally a “big government” to be used as a “small government” that is effective, efficient, responsive, and accountable to public interest.

The process of inventorying and reducing the government is at least done in two ways. First, through improvements in government management from a bureaucratic style to an entrepreneurial style that is generally applied in the business sector. This perspective reforms the public service management approach in Indonesia which previously used bureaucratic approaches.

The management techniques commonly used in the business sector have been used in the government sector, such as the preparation of Strategic Planning and performance measurement for local government and Regional Owned Enterprises (BUMD) as contained in AKiP (Government Performance Accountability). The inefficiencies of government sector elements such as the Department, State-Owned Enterprises (BUMN), Regionally-Owned Enterprises (BUMD), and others have led to this approach

getting a place, especially supported by the reality of government budget deficits and necessities pay off foreign debt.

The second way is by transferring some public service functions to the non-government sector, such as the use of contract management, privatization, and opening service alternatives so that the community has many choices. But in conducting privatization it must first go through a thorough and prudential measure.

Reinventing government in the bureaucratic service model is also called the term government service given to the public (community), public service social services and excellent service. Ideally, this is in accordance with administrative requirements concerning public services, among others: 1) must be able express something meaningful and meaningful that can be applied to real life situations in the community (contextual); 2) must be able to present a perspective in the future; 3) must be able to encourage ways or the birth of new methods in different situations and conditions; 4) existing administrative theory must be the basis for developing other theories, especially public services; and 5) must be able to help use to explain and prioritize the phenomenon at hand.

Reinventing government in the model of bureaucratic service is defined as activities carried out by or a group of people on a material factor basis through certain systems, procedures and methods in the context of efforts to meet the interests of others according to their rights. In addition, it is also an activity that provides convenience to the public in order to meet their needs according to activities carried out by government organizations.

Reinventing government in the policy model of bureaucratic service consists of a government obligation to fulfill the needs of the community in the form of goods and services. Efforts to fulfill those needs are carried out through general government and development tasks in various fields of life. Thus it can be said that reinventing government in the policy model of bureaucratic service is an effort to help / provide benefits to the public through the provision of goods and services they need, so that essentially public services are not merely ordinary administrative issues such as permission and approval, but include the basic problem is the fulfillment of public wants / needs. This is natural because in every person, the fulfillment and delivery of services to the public is a demand. The quality

of service and public satisfaction are given priority because both of them are both in influencing the achievement of the mission and continuity of government organizations.

V. CONCLUSION

Based on the above study, it was concluded that reinventing government in the bureaucratic service policy model in Indonesia was the right solution to be implemented by the government. First, the government in running the government, must be able to entrepreneurship government through a government that is catalyst, publicly owned, competitive, mission-driven, results-oriented, customer-oriented, entrepreneurial, anticipatory, decentralized and market-oriented, to strengthen the existence of government serving the public.

Second, the bureaucratic service policy model run by government agencies has not combined a variety of general and simple models of institutional, group, elite, rational, incremental, system and game models, which are designed to strengthen the quality of satisfying services from the government bureaucracy.

The third, the implementation of reinventing government which must be in accordance with the appropriate bureaucratic service policy model for Indonesian government is “Constructive Bureaucratic Services”, namely combining the interests of the state, government, bureaucracy and the public in a single “service” for the best “service” for the public .

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