

BUREAUCRATIC REFORM IN PUBLIC SERVICES : THE ROLE OF VILLAGE FUNDS IN INFRASTRUCTURE DEVELOPMENT

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Abstract. *Bureaucratic reform is needed to improve the performance of the state civil apparatus, especially in managing the budget that is disbursed by the center to each regional work unit. Bureaucratic reform is expected to change the current service system, especially those directly related to the community. Reforms in prospering the community by improving infrastructure using the village fund budget as a form of facilitating access and economic development of communities and villages. However, the constraints of the budget used are not openly explained and the village fund budget which is intended for village welfare both in terms of group empowerment infrastructure and advice and infrastructure is still a polemic. This research uses a qualitative descriptive approach. The data analysis techniques used are data condensation, conclusion drawing and verification, and data display. The results of the study are in the process of public service bureaucratic reform, especially in the use of budgets and villages, there are several things that need to be improved, namely program planning, timeliness, accuracy of cost calculations, and accuracy of measurements and objectives for the use of village fund budgets. If this is realized, all forms of activities, both physical and non-physical development sectors, especially infrastructure, will automatically be achieved and the use of the budget is in accordance with the post.*

Keyword : *bureaucratic reform, Village Funds, infrastructure development*

1. INTRODUCTION

A major shift in the new paradigm shift of governance with Bureaucratic Reform. A great deal of work has focused on explaining how different bureaucracies - ranging from state agencies to NGOs to supranational organizations - actually function; what their 'inner worlds' are like; and why and how they produce the results they do (Siffin, 1971). In terms of setting goals to achieve success in terms of implementation in a country, state bureaucracy is a vital element that is very important (Ouziel, 2019). government bureaucracy or management of society that is planned, written, well-documented, and carried out by civilized and educated people (Turner et al., 2019). With the rapid advancement of information and communication technology, along with global competition, people must be sensitized to the performance of government bureaucracy and care deeply about improving their quality of life. The level of public credibility is seen from the good and bad performance of the bureaucracy (Bridwell-Mitchell & Sherer, 2017). good and bad bureaucratic performance. The budget and the village are the main issues in bureaucratic reform at the village level are related to the quality and quantity in the growth of the village, and the system as one of the factors that determine an unsatisfactory work of local government bureaucratic reform.

Bureaucratic reform is needed to improve the performance of the state civil apparatus, especially in managing the budget that is disbursed by the center to each regional work unit (Labolo & Indrayani, 2017) (Adi, 2018). Bureaucratic reform is expected to change the current

service system, especially those directly related to the community (Asatryan et al., 2015). Regulatory authority of local governments in carrying out bureaucratic reforms is regulated in the 1945 Constitution of the Republic of Indonesia, the form of reform that is expected is that each region has the right and responsibility to manage each of its respective regions. Delegation of authority in the concept of regional autonomy to regional heads in order to be able to increase community empowerment and development. Through regional autonomy, it is expected to be able to increase competitiveness and competence by always paying attention to democracy, justice, equity, privileges and specificities as well as the potential and diversity of regions within the scope of the Unitary State of the Republic of Indonesia. In carrying out the wheels of village government, it must be able to involve all stake holders in the village (Runi & Ferdian, 2021). The implementation of government in the village will run optimally, if the implementation of village government affairs is followed by a sufficient source of revenue to the local government (Ferdian & Reski, 2020).

The government continues to make various efforts to improve national development so that development between cities and villages can be harmonious. The implementation of development today is still faced with various kinds of development problems such as development between cities and villages where there are still various inequalities. So that starting from uneven development inequality, it will affect the growing poverty rate of the community. So it takes power and effort to find the best solution to handle this big problem. Each village is expected to be able to use the village fund budget as well as possible in accordance with applicable regulations. The government must be observant in thinking about what things must be made so that the goal of sustainable development can be achieved in each village. It is also expected that village development will be able to prosper the community and be able to increase the Village Original Revenue (PAD). As is the case in Kading Village, Barebbo Sub-district, Bone Regency, with the existence of the village fund budget, the village should have made sustainable development and potentially the welfare of the people in Barebbo Village. However, the village government has not been optimal in managing the village fund budget, as evidenced by the lack of village facilities, village infrastructure development, and the welfare of the village community. This is what must be given solutions and innovations so that in the future the village fund budget is able to create sustainable infrastructure development and be able to prosper the community in Barebbo Village, Barebbo District, Bone Regency.

Reform at the village level is a strategic step in providing excellent service. Barebbo Village is no exception. Reforms in the welfare of the community by improving infrastructure using the village fund budget as a form of facilitating access and economic development of the community and village. However, the problem is that the budget used is not openly explained and the village fund budget that is intended for village welfare both in terms of group empowerment infrastructure and suggestions and infrastructure is still a polemic. Where the work program is not described in detail what percentage of absorption for each program is needed.

2. LITERATUR REVIEW

2.1 Effectiveness

(Steers & Rhodes, 1978) said that the best way to study effectiveness is to pay attention simultaneously to three interrelated concepts, namely: (1) optimization of target goals, (2) system perspective and (3) emphasis on aspects of human behavior in organizational settings. effectiveness is an output in the organizational cycle (Steers, 1975). Effectiveness can be viewed from 3 perspectives, namely individual, group and organization. Where all these aspects are interrelated with each other. The most basic aspect is the individual aspect. It is believed that the individual is the first stimulant which then moves to the work group, then leads to institutional organizational effectiveness. (Campbell P, 1990) measures effectiveness in general and the most prominent are:

- 1) Program success
- 2) Target success

3) Input and output levels

4) Achievement of overarching goals

So that the effectiveness of the program can be carried out with operational capabilities in carrying out work programs in accordance with predetermined goals, comprehensively, effectiveness can be defined as the level of ability of an agency or organization to be able to carry out all its main tasks or achieve predetermined goals (Campbell j, 1990).

3. RESEARCH METHODS

This research uses a qualitative descriptive approach that emphasizes the problem in accordance with the data in the field in order to understand the characteristics that occur. Data were obtained through interviews, observations and documentation studies related to the problems studied. The research location is in Bone district, Data were collected and analyzed by combining the concept of effectiveness to see the transformation of the public service bureaucracy described. The data analysis techniques used were data condensation, conclusion drawing and verification, and data display (Saldana, Miles & Huberman, 2014),

4. RESULTS AND DISCUSSION

Village fund management began to be implemented in Indonesia in 2005 on the basis of PP No. 72 of 2005 concerning villages, which is now emphasized by Law No. 6 of 2014 concerning villages. This regulation requires the Village Government to be able to use village funds aimed at equalizing the financial capacity between villages to fund village needs in the context of organizing government and implementing development and community services. This is intended for the welfare of the people in Kading Village so that it can grow and develop evenly and purposefully in accordance with the planning of government programs based on applicable regulations. According to Law No. 6/2014, the management of village funds in infrastructure development starts from planning to supervision.

Village funds budget in improving infrastructure development

Villages today must be forced to always reconcile with the situations and conditions that are sweeping the nation, of course we understand together that the existence of this pandemic forces people to make new adaptations that may affect their economy. currently, infrastructure development that has been planned in Kading Village is already underway. There are several programs that the government has realized during the Musdes and. Although some village funds must be given to the community to get cash assistance, where the BLT is 40% taken from village funds. Even so, infrastructure development is still going well, although there are still some that will be done even though and the village is limited. the village is directed to the development of road infrastructure such as the construction of bridges and the construction of fishermen's road settlements. Bridges and fishermen's roads are the aspirations most needed by the entire community, considering that the people of Kading village generally work as fishermen. The construction of bridges and fishermen's roads is the main focus of the village government's priorities this year. at the time of the village deliberation, according to several interviewees, there were many people who wanted the construction of bridges and fishermen's roads to be the main priority of village development planning.

By utilizing the results of infrastructure development, the community becomes easier to move or work. It is also evident that the activities of the Kading Village community to the river or to the sea to catch fish or harvest seaweed no longer need to travel quite far. These circumstances provide an assessment that the achievement of the effectiveness of the village fund budget in the village has made a difference to the community.

Public services in the form of using village funds in community development and empowerment are a form of bureaucratic reform that is needed. There are several indicators that researchers use in discussing the problems that occur in the process of public service bureaucratic reform, especially in the use of budgets and villages, namely program planning, timeliness, accuracy of cost calculations, and accuracy of measurements and objectives.

4.1. Village Development Planning

Village development planning has actually become a routine thing that must be carried out by the Village Government every year, which is compiled in a periodic manner. Village development planning is a process of activity stages organized by the Village Government by involving the Village Consultative Body and elements of the community in a participatory manner in order to utilize and allocate village resources in order to achieve sustainable village development goals.

The preparation of development planning in Kading Village is in accordance with applicable procedures and provisions, as seen from the preparation of the Village Government Work Plan (RKP) and the Village Medium-Term Development Plan (RPJM) carried out by the Village Government, the Village Consultative Body (BPD), and elements of the community such as: Religious leaders, youth leaders, BABINSA, BABINKANTIPMAS etc.

4.2. Timing accuracy

One of the strategies in planning infrastructure development in Kading Village is a timetable plan so that infrastructure development can be completed efficiently and effectively. The Kading Village Government has designed several strategies to carry out the work of making bridges and fishermen's roads in Kading Village, but it is not optimal because there is no efficient use of labor so that each job should be made a work plan so that people who are experts in the field of building participate in the construction of bridges and farm roads so that they can be completed efficiently and effectively and the community can also supervise development.

4.3. Accuracy of Cost Calculation

The accuracy of cost calculations in a development plan is needed because we can find out the amount of costs used and understand how it is managed. The management of the Village Fund Budget in carrying out programs in Kading Village is not in accordance between the budgeted budget and the results of development in terms of building quality.

4.4. Appropriateness of Measurement and Program Objectives

The measurement of village infrastructure development is one of the indicators of village development planning that was previously determined during Musrebang. Measurement accuracy in the use of village funds in Kading Village can be seen effectively because measurements are made repeatedly on the length of bridges and fishing roads using the same tools by different measurers, namely the Activity Management Team (TPK) and the Village Consultative Body (BPD). The results are constant or unchanged.

CONCLUSION

Public services in the form of using village funds in community development and empowerment are a form of bureaucratic reform that is needed. in the process of public service bureaucratic reform, especially in the use of budgets and villages, there are several things that need to be improved, namely program planning, timeliness, accuracy of cost calculations, and accuracy of measurements and objectives for the use of village fund budgets. If this is realized, all forms of activities, both physical and non-physical development sectors, especially infrastructure, will automatically be achieved and the use of the budget is in accordance with the post.

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