

## Bureaucracy reform, community participation and e-bureaucracy under Regent Winesa and Regent Putu Artha in Jembrana, Bali

Haryo Ksatrio Utomo, author

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### Abstrak

Proses reformasi birokrasi dengan metode e-Bureaucracy di Kabupaten Jembrana memunculkan satu asumsi bahwa modernisasi birokrasi dapat tertunjang oleh sistem kemasyarakatan berbasis pada nilai budaya. Secara normatif, ada asumsi bahwa penerapan e-Bureaucracy sejak masa Bupati I Gede Winesa mampu mereformasi birokrasi Kabupaten Jembrana. Namun, hasil penelitian terbaru pada masa Bupati Putu Artha menunjukkan bahwa ada anomali potensi kegagalan e-Bureaucracy, mulai dari penurunan fungsi menara J-Net, tidak berfungsinya Kantor Internet Desa, hingga pelayanan birokrasi secara manual. Hasil penelitian menunjukkan bahwa ada dua masalah dasar dalam implementasi e-Bureaucracy. Pertama, lemahnya reformasi internal birokrasi Kabupaten Jembrana. Kondisi tersebut dipengaruhi oleh euforia masa lalu dan lemahnya daya inovasi aparat birokrasi Jembrana. Lemahnya inovasi disebabkan oleh belum optimalnya prinsip pendelegasian dalam struktur birokrasi di Jembrana. Kedua, belum optimalnya partisipasi masyarakat sebagai basis reformasi eksternal. Penyebabnya adalah kuatnya pendekatan top-down pemerintah kabupaten kepada sistem kemasyarakatan yang ada dan masih belum optimalnya prinsip pemberdayaan masyarakat oleh LSM lokal. Penelitian menggunakan pendekatan kualitatif dengan menerapkan studi literatur, wawancara mendalam, dan focus group discussions (FGD).

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*The use of technology in reforming the government bureaucracy, namely e-Bureaucracy in the regency of Jembrana raises the assumption that the modernization of the bureaucracy can be supported by the social system based on cultural values. It is assumed that the implementation of e-Bureaucracy since the leadership of Regent I Gede Winesa was able to reform the bureaucracy in Jembrana. However, the latest research of his successor's leadership suggests that there is the potential for failure of e-Bureaucracy, ranging from a decrease in function of the J-Net tower, the non-functioning of the rural internet office, and the return to manual service. The results showed that there are two basic problems in the implementation of e-Bureaucracy. First, the lack of sustained internal reform in Jembrana. This condition is caused by the euphoria with the past government and by the lack of innovation by the Jembrana bureaucratic apparatus. This situation is caused by the limited delegation of power in the bureaucratic structure in Jembrana. Secondly, community participation is not really being optimized as the basis of external reform. The lack of community participation is caused by the strong top-down approach from government and the lack of empowerment building by local NGO. The study uses a qualitative approach supplemented with literature study, in-depth interviews, and focus group discussions (FGD).*