

**STRENGTHENING BUREAUCRATIC REFORM IN BANDUNG CITY
GOVERNMENT IN VISIONARY LEADERSHIP PERSPECTIVE:
Study on Personnel and Resource Development Agency 2018-2023**

Harissuddin Hakiki

Department of Government Studies, Post Graduate Program,
Faculty of Social and Political Sciences,
University of Padjadjaran, Bandung, Indonesia 40135
harissuddinhakiki97@gmail.com;

Utang Suwaryo

Department of Government Studies, Post Graduate Program,
Faculty of Social and Political Sciences,
University of Padjadjaran, Bandung, Indonesia 40135
utang.suwaryo@unpad.ac.id;

Rahman Mulyawan

Department of Government Studies, Post Graduate Program,
Faculty of Social and Political Sciences,
University of Padjadjaran, Bandung, Indonesia 40135
rahman.mulyawan@gmail.com;

ABSTRACT

Bureaucratic Reform is one of the important aspects in providing quality services. The purpose of bureaucratic reform is to have an impact on reducing the practice of corruption, collusion and nepotism, positive attitudes and moral values in people so that it has a positive impact on society and the surrounding environment. One factor that plays an important role in creating effective bureaucratic reform is visionary leadership. This research uses a qualitative approach using descriptive methods to gain an in-depth understanding of the visionary leadership of the Head of the Human Resources Staffing and Development Agency. The sources of information in this research are *BKPSDM* employees of Bandung City and the community. Information collection was done through interviews, observation and documentation. The results of this study indicate that the visionary leadership carried out by the head of *BKPSDM* Bandung City is running well. The head of *BKPSDM* Bandung City has the characteristics of a visionary leader in managing his organization. These steps include the establishment of the vision and mission of Bandung City which is the basis for the preparation of goals, objectives, strategies, programs, activities and sub-activities of *BKPSDM*. The vision and mission of Bandung City are outlined in a strategic plan that is prepared and submitted to all *BKPSDM* officials.

Keywords: *Bureaucratic Reform, Visionary Leadership, BKPSDM Bandung City*

A. INTRODUCTION

Bureaucratic reform is a continuous effort that each stage provides changes or improvements to the bureaucracy towards a better direction. With bureaucratic reform, it is expected to realize the quality of good governance, clean and free of corruption, collusion and nepotism. In addition, it is also expected that public services can be realized in accordance with the expectations of the Indonesian people who are increasingly advanced and able to compete in increasingly tight global dynamics, the capacity and accountability of bureaucratic performance are getting better, the human resources of government officials are increasingly professional, and the mind-set and culture-set that reflect integrity and performance are getting higher.

The decline in the quality of bureaucratic reform is generally caused by leadership performance that is less able to adapt to change, the absence of a strategic plan in government administration to adapt to change. Leadership is a concept that is very close to success in achieving the goals of a government agency. Leadership gives its own color, even determines how the journey of a government agency in achieving its vision and mission. The head of a government agency is one of several components of a government agency that has an important role in improving the quality of employees.

A truly visionary government agency leader has a clear goal or vision that the government agency or he wants to achieve, if there is no vision then it will only be a person who works without direction and clarity. The success of visionary leadership of government agency leaders can be seen from the realization of all visions and missions set together and then being able to realize ideas for improving government agencies. This is inseparable from the role he plays.

The importance of visionary leadership applies in all government institutions, including the Bandung City Personnel and Human Resources Development Agency, in its role as the highest leader in government institutions always tries to raise awareness in all *BKPSDM* employees, that the back and forth of a government institution is not only based on the role of the head of *BKPSDM* as the leader of the institution, but the change occurs if all *BKPSDM* employees play an active role in the implementation of the governance process in *BKPSDM*, so that their duties and functions can develop perfectly in accordance with the objectives expected by the institution itself.

Several things that become challenges and opportunities for *BKPSDM* in carrying out its function as a staffing manager include: quoted from data from the Central Statistics Agency (*BPS*) in 2021 *BKPSDM* Bandung City states that the total honorary in Bandung City reached 18,257 people, this resulted in a shortage of employees when there was an honorary elimination. This is because every year employees experience a shortage of 5,000 to 6,000, based on this, *BKPSDM* Bandung City collaborates with an outsourcing system in order to meet employee needs, and this effort is carried out more on employees who are in the field of public services. In addition, another problem lies in the diversity of employee competition within the Bandung City Government, personnel administration services also depend on other government agencies, public demands for *ASN*

services and professionalism.

Problems perceived by the community are inaccurate mechanisms, time, and cost of services. This requires continuous improvement. A leader who has a vision acts as a direction setter, the leader presents a vision and convinces targets for an organization so that it can be achieved in the future and involves people at the beginning. This role is the essence of leadership because the leader must convey the vision, communicate it, motivate employees and convince a person what is being done is the right thing. In addition to these things, there are problems related to the duties and functions of the services of the staffing and human resource development agency of the city of Bandung, namely the staffing database is not yet fully accurate, there are still some personnel administration services that are not on time, there are still violations of employee discipline in several regional devices and the determination in positions is not fully in accordance with the competition.

Based on this, the researcher focuses on strengthening bureaucratic reform in the Bandung City Government from the perspective of visionary leadership with a direction-setting approach, change agents, spokespersons and trainers; this is based on the fact that a visionary leader is needed because it has an important role for all stakeholders in order to create quality human resources.

B. LITERATURE REVIEW

Visionary Leadership

Visionary leadership is a leadership pattern aimed at giving meaning to the work and efforts that need to be done together by the members of the company by giving direction and meaning to the work and efforts carried out based on a clear vision. Visionary leadership is a leader who has the direction and form of the future which is a picture of the future agreed upon with a sense of togetherness and high commitment to make it happen. Meanwhile, visionary leadership is the leader's ability to create, formulate, communicate, socialize, transform and implement his own ideal thoughts as well as the results of social interaction of members and stakeholders as future organizational ideals that must be realized through personnel. A visionary leader must have at least four key competencies: Direction, a visionary leader acts as a determinant of the direction of the organization, Agent of change, in his role as an agent of change, the visionary leader is responsible for stimulating change in the internal environment, Spokesperson, an effective leader is also someone who knows and appreciates all available forms of communication, in order to explain and build support for a vision of the future, Coach, an effective visionary leader must be a good coach.

Bureaucratic reform

Bureaucratic reform in the implementation of government activities and public services is directed at creating professional and accountable bureaucratic performance. The bureaucracy in carrying out various service improvement activities is expected to be more oriented towards customer satisfaction, namely the service user community. Total satisfaction from the service user community can be achieved if the service bureaucracy places the community as a service user in service delivery. The change in the paradigm of public services is directed at

the realization of excellent service quality to the public, through service instruments that have a faster, better, and cheaper service orientation.

C. METHOD

The research design that researchers use in this study is a descriptive method using a qualitative approach, descriptive is a problem formulation that guides research to explore or portray the social situation to be studied thoroughly, broadly and in depth, in line with this, the descriptive method with a qualitative approach is a research procedure that produces data in the form of written or spoken words from people and observed behavior. In this case, the researcher describes how to strengthen bureaucratic reform in the perspective of visionary leadership in the Bandung City government study on *BKPSDM* in 2018-2023 through direction setters, agents of change, spokespersons and coaches. The data collection technique used in this research is a literature study, by collecting, reviewing, and analyzing existing data that researchers have obtained, both in the form of books and journals which are certainly related to this research. Then field studies by conducting observations, interviews, documentation of the subjects and objects of this research. While informants who support this research are categorized into two, including the Government Apparatus of *BKPSDM* Bandung City and the Community.

D. EXPLANATION

Bureaucratic Reform is a planned and systematic effort to change the structure, system and values in government that are better than before with the aim of making the state civil apparatus (*ASN*) more professional, effective, efficient and accountable in order to realize good governance, with the aim of Bureaucratic Reform will realize a clean and accountable bureaucracy, an effective and efficient bureaucracy, a bureaucracy that has quality public services.

As a guideline for the work plan for implementing Bureaucratic Reform, Bandung City has established the Bandung City Bureaucratic Reform Road Map 2019-2023. In accordance with the direction of the Bureaucratic Reform policy as stated in Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010 - 2025. By 2025, it is expected that good governance will be realized with a government bureaucracy that is professional, has high integrity, and becomes a public servant and servant of the state.

Changes in the Bandung City Bureaucratic Reform Road Map 2019-2023 include programs to implement 8 (eight) change areas in the form of 3 (three) aspects, namely related to aspects of fulfillment, aspects of results between change areas and aspects of reform, starting from a performance-based bureaucracy with an indication of the achievements of each change area as a leverage component and 4 aspects as a result component, namely aspects of performance and financial accountability, aspects of public service quality, aspects of clean and KKN-free government, and aspects of organizational performance. The above conditions can be expressed in the following figure.



Figure 1.1
Desired Bureaucracy Condition

Starting from the achievement of the target goals set out in the 2019-2023 Bureaucratic Reform Road Map, the 2019-2023 Bureaucratic Reform Road Map Changes are directed at performance-based bureaucracy in each area of change in Bureaucratic Reform. Performance-based government is characterized by several things, among others:



Figure 1.2
Implementation of Bureaucratic Reform

1. Government administration is carried out in a serving, effective, efficient, and clean manner;
2. Government performance is focused on efforts to realize outcomes and benefits;
3. All government agencies implement performance management supported by the implementation of electronic-based systems to facilitate performance data;
4. Each individual employee has a clear contribution to the performance of the smallest work unit or unit above, so that each individual employee supports the organization and the government as a whole.
5. Improve the quality of public services on an ongoing basis and encourage service innovation in order to provide satisfaction to the community and strengthen the integrity of service providers.

Visionary Leadership

In organizations, the role of leadership is very important. Leaders who exercise their leadership effectively have the ability to move employees towards the desired goal. Conversely, leaders who only function as symbols and have no influence can cause organizational performance to be weak, which in turn can lead to organizational downturn. Visionary leadership is defined as the ability of a leader to create, formulate, socialize, and implement superior ideas that originate from themselves and from the results of their interactions with organizational members and responsible parties. These ideas are considered the future ideals of the organization, and all staff members must be committed to achieving them. In visionary leadership, the vision of the organization is very important as it guides the policies and operationalization of the organization's operations. An organization must have a clear vision that is understood by all staff, from management to cleaning, if it is to be competitive and successful. In short, visionary leadership involves the ability of a leader to effectively create, formulate, communicate, socialize, or transform an organizational vision with the support and commitment of the entire staff.

Competence Visionary Leadership

Visionary leadership is the leader who "wins hearts and minds" and charismatically takes the organization into a new successful era. The process of visionary leadership involves the design of a desired future and the motivation of others in the organization to share it and commit oneself to taking personal responsibility for its achievement. So a visionary leader is one who "wins hearts and minds" and charismatically leads the organization into a new successful era. The process of visionary leadership involves designing a desired future and motivating others in the organization to share it and commit oneself to taking personal responsibility for its achievement.

Based on that, a visionary leader is a leader who can calm the hearts and minds charismatically bring the organization into a new era of success, besides that in the implementation of visionary leadership involves the design of the desired future and provides motivation to others in the organization to share and commit to taking personal responsibility for its achievement.

Visionary leaders must have at least four key competencies as quoted from Burt Nanus, namely:

1. A visionary leader acts as a direction-setter for the organization. As a direction-setter, a leader prepares the vision, communicates it, motivates workers and colleagues, and convinces people that what is being done is the right thing, and supports participation at all stages of the effort towards the future.
2. Change agent, in their role as change agents, visionary leaders are responsible for stimulating change in the internal environment. The leader will be uncomfortable with the situation of a static organization and status quo / no change whatsoever, he dreams of organizational success through new breakthroughs that trigger performance and accept challenges by translating them into clear and rational work agendas.
3. Spokesperson, an effective leader is also one who knows and values all

available forms of communication, in order to explain and build support for a vision of the future. The leader, as a spokesperson for the vision, must be able to communicate a message that binds everyone to engage and touch the vision of the organization internally and externally.

4. Coach, an effective visionary leader must be a good coach. This means that a leader must use group cooperation to achieve the stated vision. A leader optimizes the ability of all "players" to work together, coordinating their activities or efforts, towards "winning", or towards achieving an organizational vision.

Strong communication skills are the hallmark of a visionary leader. Visionary leaders can inspire others through powerful and inspiring words. Good communication skills allow leaders to inform team members about their goals, vision, and principles. They can also build broad understanding and support for the vision. A long journey is often necessary to achieve a long-term vision. Visionary leaders must be able to overcome failure and remain committed to their goals. Perseverance is a very important quality to sustain team spirit and keep attention on long-term goals.

Visionary leadership prioritizes engagement and empowerment. Visionary leaders not only lead the team but also encourage collaboration and active participation in achieving their vision. One of the characteristics of visionary leadership is the ability to make clear plans so that the formulation of the vision will illustrate what goals are to be achieved from the development of such an institution. In bureaucratic reform leadership, setting goals from the formulation of the vision is the same as determining the focus of reform.

The characteristics of visionary leadership

Visionary leadership is essential to achieving outstanding results in a dynamic and challenging world. A visionary leader is someone who has a clear vision of the desired future and is able to inspire others to achieve that vision. Several important aspects of the characteristics of visionary leaders differentiate them from conventional leaders. Visionary leadership is essential for achieving outstanding results in a dynamic and challenging world. A visionary leader is someone who has a clear vision of the desired future and is able to inspire others to achieve that vision. Some important aspects of the characteristics of visionary leaders differentiate them from conventional leaders.

Visionary leadership is essential to face the challenges of the future. Visionary leaders are those who have a broader understanding of the current situation, have a strong vision, and can inspire others to achieve greater goals. It is essential for every organization to have a visionary leader who can lead them on the right path. Visionary leaders are those who have a strong vision of the future, dare to take risks, and can inspire others. Visionary leadership has the following characteristics: clear vision; innovation and daring to take risks; strong communication skills; collaborative and inclusive; and flexible and adaptive.

Based on this, the impact generated in this study Visionary leadership encourages innovation and change in the bureaucracy. Employees are not fixated on routine activities and are able to make breakthroughs through flexible thinking. This is very useful in bureaucratic reform to improve usability and results. In

addition, visionary leaders play an important role in human resource development. Leaders encourage the development of the capacity and competence of organizational members, which is very relevant in bureaucratic reform to improve the quality of public services.

E. CONCLUSION

The forward-looking leadership carried out by the Head of the Human Resources and Capacity In addition, the vision and mission of the Bandung City Government are contained in the strategic plan set out by the Decree of the Mayor of Bandung and socialized to all *BKPSDM* officials and employees. Socialization was carried out in the form of official meetings. The head of the agency is also a motivator who knows how to inspire and encourage all citizens/employees of the Personnel and Human Resources Development Agency starting from middle managers to top management. Development Agency in bureaucratic reform has been successful. The Head of the Bandung City Personnel and Human Resources Development Agency showed the characteristics of a visionary leader in leading his organization. This step includes the determination of the vision and mission of the Bandung City Government as the basis for the preparation of goals, strategies, programs, activities and sub-activities of the Head of the Personnel and Human Resources Development Agency which will be carried out through analysis and formulation. The design team consists of a secretary in a program-related capacity, the head of the general and human resources sub-division, the head of the finance sub-division, and the head of the program sub-division.

The forward-looking leadership carried out by the Head of the Human Resources and Capacity Development Agency in bureaucratic reform has been successful. The Head of the Bandung City Personnel and Human Resources Development Agency showed the characteristics of a visionary leader in leading his organization. This step includes the determination of the vision and mission of the Bandung City Government as the basis for the preparation of goals, strategies, programs, activities and sub-activities of the Head of the Personnel and Human Resources Development Agency which will be carried out through analysis and formulation. The design team consists of a secretary in a program-related capacity, the head of the general and human resources sub-division, the head of the finance sub-division, and the head of the program sub-division.

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