

**PUBLIC SERVICE ADMINISTRATION REFORM STRATEGY AT  
BADUNG REGENCY DRINKING WATER REGIONAL COMPANY**

**I Wayan Gede Suacana**

Prodi Magister Administrasi Publik,  
Universitas Warmadewa,  
[suacana@gmail.com](mailto:suacana@gmail.com);

**I Nyoman Wiratmana**

Prodi Ilmu Pemerintahan,  
Universitas Warmadewa,  
[inyomanwiratmaja@gmail.com](mailto:inyomanwiratmaja@gmail.com);

**I Wayan Sudana**

Prodi Ilmu Pemerintahan,  
Universitas Warmadewa,  
[wynsudana65@gmail.com](mailto:wynsudana65@gmail.com);

**ABSTRACT**

The purpose of this research is to find the application of strategic management in the administrative reform of public services at the Regional Water Company Badung Regency. The approach used is a case study data collection technique used observation, interviews, documentation, and analysis stages of reduction, data presentation, and verification. The SWOT analysis can set six strategic issues and strategies for administrative reform of public services that must be addressed, namely: human resources, administrative leadership, and managerial skills, organizational change and development, public service management information system (*SIMPP*), systems and procedures, as well as cooperation with the private sector.

**Keywords:** *Administrative Reform, Public Services, Local Water Company*

**A. INTRODUCTION**

Era Globalization that occurs today is also followed by domestic developments, namely an increasingly dynamic society, a better level of people's lives, and a higher level of public education as a manifestation of the process empowering that society experiences. In facing the demands of economic and domestic globalization, the public service bureaucracy is required to transform the entrepreneurial spirit into the public sector (Oxborne & Gaebler, 1995). This spirit requires that the government bureaucratic system be able to make low-producing economic sources into high-producing sources so that the public sector will be stronger (Empowering Public Sector). Strengthening the public sector is an important condition that must be met Indonesia wants to be better able to answer various national challenges in the era of globalization in line with the opinions of supporters of this paradigm such as (Mayasari, 2021) (Effendi, 1996; Kartasasmita, 1995).

Entrepreneurship of the bureaucracy is also a change in the way of thinking and acting from the government to not only rely on the state revenue budget sourced from taxes but with an "entrepreneurial spirit" trying to translate into policies that in turn strengthen the public sector (Soerjono & Mamudji, 1995). Thus, it is necessary to realign the role of the bureaucracy to stimulate the growth of the private sector and the wider community.

Deep In this connection, public service administration reform is a decisive key to ensuring the success of accelerated development (Ikhsan et al., 2020). As stated by Caiden (1982) basically, no single country has a perfect public administration system. It is always that changes in conditions provide space and opportunity for an administrative system to make changes to improve.

Attempt Administrative reforms, especially in public drinking water services, have been pioneered by the Badung Regency Government with the establishment of *PDAM* Badung Regency By the *Peraturan Daerah Nomor 4 Tahun 1994* concerning *PDAM* Badung Regency. With the establishment of *PDAM*, it is hoped that it will be able to change financing patterns more efficiently and make it possible to improve drinking water services to the community. The initiation of administrative reform efforts was then continued with the issuance of the *Peraturan Daerah Nomor 23 Tahun 2005* concerning *PDAM* Badung Regency should also be balanced with the mastery of strategic management theory by the Badung Regency Government by applying it appropriately in carrying out services. Therefore, an understanding of strategic management as a whole cannot be separated from the functions and roles carried out by local governments as strategic managers. The main essence inherent in strategic managers is the ability to allocate resources in changing environmental situations (Utomo, 1993).

The era of globalization and the need for bureaucratic transformation to adopt the spirit of entrepreneurship into the public sector. Theoretical references from Oxborne & Gaebler, Effendi, Kartasasmita, Soerjono & Mamudji, Caiden, and Utomo are used to support the argument that administrative reform is an important key for Indonesia in facing national challenges. However, there is a marked gap between this theoretical discussion and empirical evidence or concrete examples of administrative reform in Kontan *PDAM* Badung Regency. This gap raises the following research question: What is the strategy to reform public service administration in *PDAM* Badung Regency? What strategic issues can be formulated in the implementation of such services, as well as what alternative strategies can be taken to address these strategic issues in an effort to reform the administration of public services? Closing this gap with empirical data and case studies will provide a more comprehensive understanding of the practical application of these theoretical concepts in the context of *PDAM* Badung Regency.

The choice of strategic management approach was made because it was considered most suitable to overcome the complexity of the form, type, and nature of interactions that occur both in the internal and external environment of the Badung Regency Government in the delivery of drinking water services. One implication of such complexity is an increasingly complicated decision-making

process. The problem to be examined is what is the strategy for reforming public service administration at the Badung Regency Drinking Water Regional Company? What strategic issues can be formulated in the implementation of its services, as well as what alternative strategies can be taken to solve these strategic issues in an effort to reform public service administration?

## **B. RESEARCH METHODS**

This study combines qualitative and quantitative data. Qualitative data includes narratives of key community figures, photographs, and written sources related to public service administration reform in *PDAM* Badung Regency. Primary data sources involve accurate documents such as profiles and brochures, while secondary data sources come from oral and written statements from various sources. Research instruments include interview guidelines, field notes, and computational tools, while the selection of informants is done in a purposive manner and using a snowball system. Data collection methods involve interaction and non-interaction, such as observations, in-depth interviews, and the use of documents. Data analysis involves presenting, reducing, and drawing conclusions, to organize data, identify patterns, and providing in-depth interpretation. The presentation of the results of the analysis is carried out with a descriptive-narrative and graphic approach to provide a clear and systematic picture.

## **C. RESULTS AND DISCUSSION**

### **SWOT Analysis and Strategic Issues**

Some power (Strength) owned by the Badung Regency Drinking Water Regional Company is the commitment and motivation of high apparatus work; the existence of adequate infrastructure and facilities; there is already a division of duties and delegation of authority; and there has been coordination and supervision of work between superiors and subordinates.

While weakness what still exists is the limited quality of the apparatus; and still lack of accuracy and speed in providing services to the public.

Opportunities that can be utilized are the commitment of the Badung Regent to improve public services; acceleration of development in various sectors supported by the increasingly stable economic structure and regional culture; strong encouragement from the central government with the willingness of the *Keputusan Menteri Dalam Negeri Nomor 47 Tahun 1999* concerning *PDAM* Accounting System Guidelines; the *Keputusan Menteri Dalam Negeri No. 8 Tahun 2000* concerning *PDAM* Accounting System Guidelines; the *Keputusan Menteri Dalam Negeri No. 23 Tahun 2006* concerning *PDAM* Drinking Water Tariff.

Meanwhile, the challenges (threats) that still have to be faced are public perceptions that tend to be negative towards bureaucratic service systems and procedures, as well as changes in the work ethic of the apparatus from initially positioning themselves as "government" to "servants" or "services" of the community.

The SWOT analysis can then determine six strategic issues faced by the Badung Regency Drinking Water Regional Company, namely: 1) human

resources, 2) administrative leadership and managerial capabilities, 3) organizational change and development, 4) public service management information system (*SIMPP*), 5) work systems and procedures, and 6) cooperation with the private sector.

These strategic issues are selected based on the considerations or criteria used to determine whether or not these issues are strategic (Strategic Management Team, MAP-UGM, tt, p.4), namely: 1) How an issue contributes to the achievement of organizational goals and missions (efficiency and effectiveness); 2) How is an issue related to other issues, whether it supports each other or not (compatibility); 3) Its position in competitive advantage (competitive advantage); and 4) Whether organizational changes can be made (organizationally implementable).

### **Performance Development Strategy**

From These six strategic issues are some alternative strategies that can be tried to reform public service administration in *PDAM* Badung Regency, namely: 1) Improving the Quality of Human Resources; 2) Implementing Open, Collegial, and Participatory Leadership and Management Patterns; 3) Increased Organizational Flexibility and Adaptability; 4) Effective and Productive Implementation of *SIMPP*; 5) Simplification of Work Systems and Procedures; and 6) Increased Cooperation with Private Parties.

### **Improving the Quality of Human Resources**

To Support the implementation of public service administration at the Badung Regency Drinking Water Regional Company, there is a need to increase the number of employees with higher levels of education.

Furthermore, it is also necessary to improve the quality of existing human resources (civil servants) through 1) functional training; 2) carrying out periodic transfer of duties/mutations under the needs of work units, abilities, and ranks of supervisors within the Badung Regency Government to reduce a sense of boredom in one field of work; and 3) Conduct continuous personnel development both regarding personnel administration and coaching the employees themselves.

Improving the quality of employees through formal education can be achieved by providing opportunities for employees to take a higher education path, both for undergraduate (*S1*) and master (*S2*) degrees related to the field of drinking water services. Through improving the quality of human resources, the professionalism of employees in providing services is expected to also increase.

The results of observations also show that in the development of human resources at the Badung Regency Drinking Water Regional Company, efforts are still needed in the context of further development, especially in terms of teamwork (Team Building) and increased achievement motivation.

Based on this development strategy, several indicators of success in developing human resource capabilities are:

Process indicators consist of:

- a. Has there been an increase in human resources through tiering training and functional training?
- b. Has there been an increase in work professionalism in terms of expertise, responsibility, corporateness, and ethics.

- c. Whether there has been a change in the work culture, resulting in reliable and integrated teamwork.
- d. Whether the human resource management process starting from determining the formation preceded by job analysis and employee needs analysis, entrance selection, acceptance, orientation, development, and dismissal of human resources has been carried out transparently, objectively, and effectively under the interests of the organization and the demands of employees.

Yield indicators include:

- a. Whether employees experience an increase in readiness and responsiveness as agents of change in carrying out reorganizations, mission changes and initiatives under development.
- b. Whether employee performance as seen from productivity and work quality has improved over time significantly.

#### **Open, Collegial, and Participatory Leadership and Management Patterns**

One of strategy that can be done for change and performance development is to develop management patterns that are open, collegial, and participatory. Subordinate employees generally have the ability, but some of them still lack the will. The unwillingness that is often caused by a lack of confidence and unwillingness to carry out this task needs to be overcome with a motivational approach. Using a supportive style without much direction will hopefully increase their maturity. As for those who already have a high level of maturity, all their abilities and willpower need to be developed, so they need to be given a delegation of authority and responsibility to carry out their duties.

Another strategy that can be tried to develop the performance of the Regional Government is the development of a management vision towards increasingly excellent service quality. When we talk about the quality of public services, the main problem is efficiency and professionalization. Similarly, the commitment to improve the quality of apparatus services at the Badung Regency Drinking Water Regional Company needs to be followed by more concrete actions felt by the community. This can start with simple, everyday actions, such as a friendly greeting and a willingness to help; provide complete information to the public in strategic places regarding service procedures and service costs; Provide a suggestion and critique box in an easily accessible and safe place so that people who give suggestions and criticisms do not feel scraped.

To Know whether the strategy implemented can hit the target, the following indicators can be used to evaluate how much change and development has been realized, namely:

- a. The level of satisfaction of the community dealing with the Badung Regency Drinking Water Regional Company.
- b. The relationship between leaders and subordinates becomes more familiar and dynamic.
- c. The working atmosphere is always accompanied by competence, dedication, morals, and ethics.
- d. Subordinate employees become more open and courageous in expressing proposals, suggestions, and input to the leadership.

- e. The responsibility and participation of subordinate employees in the implementation of their duties are getting better.

**Increased Organizational Flexibility and Adaptability**

The facing various challenges that cause changes in the dynamics of people's lives, the Badung Regency Drinking Water Regional Company can implement strategies to adapt to the path:

- a. Changing the structure is adding units, reducing units, changing the position of units, combining several units into larger units, splitting large units into smaller units, changing the centralized system to decentralized or vice versa, changing the narrow range of control, detailing activities or tasks, adding officials, reducing officials.
- b. Change work procedures that can include procedures, flow, rules, and conditions for doing work.
- c. Change attitudes, and behavior, improve the knowledge and skills of officials.
- d. Changing and equipping work equipment.

To avoid the possibility of disapproval of change, any change effort must begin with a mature plan, providing clear information to all parties who will be involved in the change, and fostering confidence that the change to be implemented will not have negative consequences both for officials and for the organization. This needs to be done because the purpose of every change is refinement. Change efforts that cause negative consequences must be avoided because they are not under the main idea of change efforts that are toward perfection.

In addition, to realize breakthroughs for the benefit of the organization, leaders, and employees at all units and levels need to be given an understanding and actively involved in planning changes in the structure. For this reason, it is necessary to hold some kind of meeting with all subordinates to discuss the intensity of each of these structural aspects and jointly make decisions on the right way out. Some of the main things that must be discussed at the meeting include delegation of authority, coordination, span of control, work standards, and division of labor between units. The results of the discussion are then determined together to be realized in daily activities.

In evaluating whether there has been a change or not, the following indicators of change can be used:

Process indicators concern:

- a. Whether each unit leader has delegated his authority to his subordinates for the smooth running of work and the achievement of his unit's goals.
- b. Has a joint meeting been held between leaders and subordinates to discuss breakthroughs and adjustments? And whether members are actively involved in providing input for breakthroughs or adjustments in an open, non-coercive manner at the meeting.
- c. Whether organizational and unit leaders have been active in stimulating subordinates and making them aware of the importance of making adjustments, coordination, and communication for the benefit of the organization.
- d. Whether the work standards set so far are the best or not. And whether the procedure taken is not too convoluted, confusing, or burdensome.

- e. Whether the division of labor between existing sections is under the goals and needs of the organization.

Yield indicators include:

- a. Changes in organizational structure that are carried out occur by not bringing psychological pressure, even causing high morale and job satisfaction.
- b. These changes have been able to increase openness between members of the unit or organization and between members and leaders of the unit or organization.
- c. These changes have provided improvements in work efficiency and service effectiveness at the Badung Regency Drinking Water Regional Company.

**Effective and Productive Implementation of Public Service Information System (*SIMPP*)**

Some important things that can be used as a reference in implementing development strategies in *SIMPP* are:

- a. Hardware configuration improvements. The hardware configuration that can be applied is the online connection between the many Local Area Network configurations that make up a Wide Area Network through data communication over electronic lines.
- b. The database format should be adapted to the needs of efficient data processing so that authorization of data usage, updating process, and data printing can be done quickly.
- c. The manual data processing process must be adapted to an automated data processing format. Within the parent organization, it can be seen that manual processes cannot be adapted to automated mechanisms, so they are often the source of slowness. Data transfer through external storage exchange procedures that have been using floppy disk exchanges, for example, can be improved with a more efficient online data exchange mechanism.
- d. It is necessary to make the direction of *SIMPP* development clearer and more integrated. The direction of development of this system must be communicated to all officers of the Integrated Service Unit and other functional officers within the Badung Regency Drinking Water Regional Company. This is where the importance of external relations lies in striving for the development of information systems.

Indicators that can be used to check the occurrence of *SIMPP* development include:

- a. The existence of a database system that allows efficient data communication. This is an important element that affects the smooth process of data, determining information needs, and verification which is useful for administrative decisions.
- b. Ensuring the continuity of hardware and software development by involving decision-makers in the organization.
- c. In the units and parts within the Badung Regency Drinking Water Regional Company, interactions between units can be maintained which shows high efficiency, and the influence of this interaction process is focused on the clarity of the responsibilities and authorities of each unit.

### **Simplification of Work Systems and Procedures**

Work systems and procedures must be prepared by taking into account the aspects of purpose, facilities, equipment, materials, costs, and time available as well as aspects of the extent, type, and nature of the task or work. To prepare these things precisely, an explanation of the main objectives of the organization must first be prepared, the organizational scheme along with the classification of positions and analysis of their positions, as well as the elements of activities in the organization.

These work systems and procedures are also adapted to the characteristics of modern organizations wherever possible, namely fast, precise, and accurate by maintaining quality, cost, and timeliness in producing service products. The bureaucracy no longer thinks about how to spend the funds available in the budget but begins to think about how to spend the limited budget as efficiently as possible, and what benefits will be derived from the results of that expenditure (cost and benefit). This strategy will change financing patterns more efficiently and make it possible to measure the productivity of bureaucratic work.

The intervention carried out can be said to be successful if the following indicators appear:

- a. Work systems and procedures have become a vehicle for transforming leadership functions and policies into implementation activities.
- b. Precise principles and techniques have been used using symbols and schemes that are as clear as possible in work systems and procedures.
- c. Work procedures have been prepared no longer based on the number of existing workers, but from the variety and nature of work that needs to be done for the implementation of a field of duty.
- d. Work systems and procedures are under the characteristics of modern organizations, namely fast, precise, and accurate by maintaining quality, cost, and punctuality in producing service products (delivery).

### **Increased Cooperation with Private Parties**

The Badung Regency Drinking Water Regional Company can start implementing cooperation with private parties (privatization). Businesses that can cooperate with third parties are all business fields, both public and commercial services involving regional assets and the authority of the Badung Regency Drinking Water Regional Company.

To know the success of interventions in collaboration with the private sector, the following indicators need attention, namely:

- a. Is there already a scope, costs, personnel structure, procedures, and technical provisions in areas of cooperation with the saws.
- b. Is there an increase in entrepreneurial spirit for the officials of the Badung Regency Drinking Water Regional Company, especially about improving public services.
- c. Has the identification and development of other potential resources that allow development.
- d. Has the identification of potential investors been carried out, especially about interests, fields and areas of interest to invest their capital.



- e. Whether the cooperation procedure has been able to grow the investment climate for the Badung Regency Drinking Water Regional Company. Has there been continuous guidance, guidance from the Badung Regency Government to the Badung Regency Drinking Water Regional Company to succeed in the *PDAM* collaboration with the private sector.

The implications of the results of this study on the results of previous research or existing theories are very important. The SWOT analysis in this study provides deep insight into the public service reform strategy in Badung Regency Drinking Water Regional Company. This research identifies six key areas that require immediate attention in public service administration reform, namely human resources, administrative leadership and management, organizational change and development, public service management information systems (*SIMPP*), work systems and procedures, and cooperation with the private sector. Alternative strategies are proposed, such as improving the quality of human resources, implementing participatory leadership, strengthening inter-organizational cooperation, ensuring efficient implementation of *SIMPP*, simplifying work procedures, and promoting cooperation with private entities. In addition, recommendations include continuous training for employees, professionalization of public organizations, development of entrepreneurial spirit, and improvement of human resources, institutions, laws, and regulations to adapt to the demands of an evolving market landscape. This implication illustrates that this research not only enriches our understanding of public service reform strategies but also proposes practical recommendations relevant to Badung Regency Drinking Water Regional Company as well as potentially enriching theoretical thinking and previous research in this field.

#### **D. CONCLUSION**

The study's SWOT analysis results offer insights into the reform strategy for public services at the Badung Regency Drinking Water Regional Company. The analysis identifies six key areas demanding immediate attention in the public service administration reform: human resources, administrative leadership and management, organizational change and development, public service management information system (*SIMPP*), work systems and procedures, and collaboration with the private sector. Alternative strategies are proposed, such as enhancing human resource quality, implementing participatory leadership, strengthening inter-organizational cooperation, ensuring efficient *SIMPP* implementation, simplifying work procedures, and fostering collaboration with private entities. Furthermore, recommendations include continuous training for employees, professionalization of public organizations, developing an entrepreneurial spirit, and improving human resources, institutions, laws, and regulations to align with the demands of the evolving market landscape.

#### **BIBLIOGRAPHY**

Caiden, G. E. (1982). *Public administration*. Pacific Palisades, Calif.: Palisades Publishers.

- Effendi, S. (1996). Revitalisasi Sektor Publik Menghadapi Keterbukaan Ekonomi dan Demokratisasi Politik. *Pidato Pengukuhan Jabatan Guru Besar Pada Fisip UGM*.
- Ikhsan, M., Hajad, V., & Pasya, K. (2020). Village Funds Implementation for Birth and Death Certificate Integrated. *DIA: Jurnal Administrasi Publik*, 18(1), 156–166.
- Kartasasmita, G. (1995). Pembangunan Menuju Bangsa Yang Maju Dan Mandiri. *Pidato Penerimaan Penganugerahan Gelar Doktor Honoris Causa, Yogyakarta: Universitas Gadjah Mada*.
- Mayasari, D. (2021). ANALYSIS OF THE DEVELOPMENT OF PUBLIC SERVICE MALL ON THE DEVELOPMENT OF SPECIAL ECONOMIC ZONES IN KENDAL REGENCY. *DIA: Jurnal Administrasi Publik*, 19(2), 333–344.
- Oxborne, D., & Gaebler, T. (1995). Reinventing government. *Journal of Leisure Research*, 27(3), 302.
- Soerjono, S., & Mamudji, S. (1995). *Penelitian Hukum Normatif suatu tinjauan singkat*. PT Raja Grafindo Persada, Jakarta.
- Utomo, H. T. E. (1993). *Strategic Management*. Gunadarma Publishers.