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# Bureaucratic Reforms in Attaining Gender-Equitable Good Governance in Indonesian Local Government

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Abstract: The purposes of the present research are to describe 1) bureaucratic reform in implementing good governance in gender equity, and 2) supporting factors and obstacles of bureaucratic reform in implementing good governance in gender equity in Indonesian Local Government. The study employs qualitative method of phenomenological approach. Administrative reform or reform of the new bureaucracy is reduced to the extent of raising salaries and raising honorary staff as civil servants. In the pursuit of social justice, the government issued regulation requiring equality and gender justice to be stated in Indonesian Presidential Instruction No. 9 of 2000 on Gender Mainstreaming (PUG) in National Development. The results of the study shows that the gender gap is mainly caused by various matters relating to socio-culture factors, religious interpretation, economic structure, laws and legislation that are implemented in various policies and programs designed to disregard the differences in issues, aspirations, experiences and needs among men and women, as well as their consequences for women and men so that policies and programs become gender-neutral. The supporting and inhibiting factors are women subordinate by socially constructed factors. Furthermore, injustice and gender discrimination are unfair conditions resulting from social systems and structures either directly or indirectly by the impact of a legislation or policy.

## 1 INTRODUCTION

The policy of bureaucratic reform development is realized with the intention of improving the better governance and is the most valuable part in improving the enactment of national development. In the end of the day, bureaucratic reform policy is expected to accomplish the developed public service quality, capacity and accountability enhancement of bureaucratic performance, and improved professionalism of government apparatus' resources, as well as the management of clean and corruption free government (Thalib et al., 2017). Regarding with the existing status quos, the government has made the efforts to unceasingly improving the quality of bureaucratic reform through the implementation of development policies as outlined in the document of RPJMN 2010-2014, in addition to the release of several policies on bureaucratic reform, among others by the enactment of Government Regulation No. 81/2010 on Grand Design Bureaucratic Reform year 2010-2025. It is essential to evaluate the accomplishment of the development of bureaucratic reform based on the

development objectives set forth in the development documents. The evaluation results are expected to serve as the input and improvement of further policy formulation.

The reform of the government apparatus in Indonesia has been done, according to (Firman, 2009), mentioned that the reform of the government apparatus is still in the marginal position since it has not touched the authoritative essential parts in the administration system yet. In practice, administration or bureaucratic reform is reduced to the extent of increasing salaries and promoting honorary staff as civil servants. The reform of the government apparatus is a compulsory prerequisite to ensure the continuing management of democratic governance as well as economic system that is able to generate social justice for all (Firman, 2009). Denoting to what Firman delivered that one value, which ought to be assured in governance is the value of social justice for all. This concept is in line with Gould-Williams (Knies et al., 2018), which stating that public management is influenced by a desire to consider greater social justice, demands for democratization and empowerment as well as

demands for humanization and public service management. Unfortunately, the demand for social justice as a manifestation of the governance management based on human governance is still often overlooked from the many parties' consideration.

In the efforts to accomplish social justice, the Indonesian government enacted a regulation that requiring gender equality and equity declared explicitly in Presidential Instruction No. 9 of 2000 on PUG (Gender Mainstreaming) in National Development. The Regulation affirmed that every Ministry, Non-Departmental Government Institution, Secretary of High & Supreme Institution, Commander of TNI, Chief of Indonesian Police, Attorney General, Governor, Regent/Mayor shall implement PUG in realizing for the implementation 5 planning, execution, monitoring and evaluation of national development policies and programs with a gender-based perspective in accordance with the field of responsibilities and functions, as well as their respective authorities. The commitment to implement the PUG is explicitly stated in the RPJMN 2010-2014. Based on the description above, the problems of this research are described as follows: 1) How the bureaucratic reform in attaining gender-equitable good governance and 2) What are the constraining and supporting factors of bureaucratic reform in attaining gender-equitable good governance in Sidoarjo regency.

## 2 LITERATURE REVIEW

Research conducted by Lewis (Lewis, 2017) aims in knowing the implementation of Good Governance in the administration service at Indonesia local government to determine the supporting and inhibiting factors. The result of the research indicates that the implementation of good governance in administrative service has not run optimally, because of the discriminative service and treatment towards society they are giving, the unavailable public complaint mechanism like suggestion box or post box used by the government for community's medium in relaying their criticisms or suggestions, the people often find difficulties in handling the legal, land and finance management if the Sub-district head is not present at the moment since his absence cannot be replaced by the Sub-district head' representative, the numerous people who did not get the certainty of time regarding with the completion of ID cards, as well as hindrances that obstruct in services such as equipment

condition, which sometimes damaged, such as a computer that contains virus or the unusable printer.

In the other way, the investigation of Lalu (Angkasah et al., 2017) illustrates that governments and communities have a common role in managing state institutions through bureaucratic reform, together in pursuit of forming development pattern by principles of justice and courtesy. The development of bureaucratic reform displays that public services are still weak. Thus, this is influenced by the overweighed bureaucratic structure and the excessive number of employees, resulting in the overlapping functions and authority. The high number of corruption committed by corrupt bureaucrats also triggered the dawdling progress of bureaucratic reform objectives (Sriyana et al., 2017). The role of leaders also affects the infirm performance of bureaucracy at various stages and levels. In the meantime, there are not much competent and professional leaders. The ever-running development of patrimonialism model will influence the weak 7 ss of service. The role of leaders as agents of change must be able to restore public confidence in the management and administration of the bureaucracy.

## 3 METHOD

This study is descriptive qualitative research to acquire deep portray regarding with the problem to be examined. Research location in Sidoarjo Regency. This study examines the bureaucratic reforms in attaining gender-equitable good governance in Sidoarjo Regency as well as determining what the supporting and inhibiting factors are. Researcher focuses on this problem since the bureaucratic reform in Sidoarjo Regency has not been fully accomplished, specifically concerning on the uneven and unexploited gender equality and equity. Meanwhile, capacity, capability, science, moral are good enough let alone if the official already comprehended gender. Therefore, in this study, researcher attempted to provide a systematic, factual and accurate description of the conditions that exist in the research location concerning on the observed object, where the facts relating to the condition and based on existing facts will be taken in a conclusion.

## 4 RESEARCH FINDING AND DISCUSSION

### 4.1 Bureaucratic Reform in Attaining Gender-Equitable Good Governance in Local Government

Implementation of good governance is a way to understand how the enactment of good governance in an organization or institution. The goal is to identify whether the government apparatus has performed its duties and responsibilities in professionalism, accountability, transparency, excellent service, and efficiency and effectiveness in completing its work. Based on the above understanding, five related focuses in the implementation of good governance in Sidoarjo Regency would be discussed in this study, incorporating:

First: Professionalism. the implementation of good governance in the administrative services of government institutions in aspect of employee professionalism, which is still not well-ordered due to numerous injustice service experienced by the employees discriminatively, which means they provide services to people they know like friends, family, and another important people. While the people who came first placed into second priority, though knowing the community has the same rights over services in accordance with agreed regulations. Second, Accountability; the obligation to provide accountability, display, report and disclose all activities and events that being their responsibility towards the liable and authoritative party that has the right to hold the demand. Concluded on the results of research mentioned that the implementation of good governance in administrative services in terms of accountability has not gone well. Although complaint box for suggestions/criticisms has provided, as well as difficulty in handling legal, money and land issues when the concerned official is not available.

Third, Transparency is the opening of access for all interested parties to the required information. It intended to afford opportunities to various components of society in the service process. Such information is not only available, easy to obtain, but also relevant, understandable. Including ingenuousness in processes/procedures in service to the community, the results of research in the field of implementation of good governance in administrative services in terms of well-maintained transparency. Fourth, Excellent Service; The results

showed by the implementation of good governance in administrative services in terms of excellent service is splendidly execute. Excellent service given by the apparatus in the community was created by the results of services that provide a sense of security to the community in various purposes, as well as convenience in service by providing supporting facilities for example with the waiting room, parking and toilet. In addition, the last fifth, Effective Efficiency; the results of research in the field of implementation of good governance in administrative services in terms of efficiency and effectiveness has not pleasantly achieved. Due to of the lack certainty of time regarding with the completion of ID cards is not balanced by the speed of quick printing, and people are also disappointed due to of differences when served.

### 4.2 Inhibiting Factor

The Inhibiting factor of bureaucratic reform in realizing gender-equitable good governance in Sidoarjo Regency is the existence of subordination that women are less important to be involved in political decision making. Women are subordinated to socially fabricated factors. This is due to the unconditioned concept of gender to the particular policy maker/stakeholder consequently causing employment discrimination for women. The temporal assumption that irradiative or emotional women resulting in women being estimated incapable of performing as leaders, and causing in an attitude that places women in nonessential positions. In addition, the subordination to this type of women's work turns out not only in households, yet also projected at the community and other public sector jobs.

The patriarchal culture within the community structure assumes that men are superior while women are inferior. Women only serves as escorts, serving husbands and taking care of the household, are the reflection of women in subordinate positions in accordance with the unavailability of proper conditioned the gender concept, which later causes discrimination against women (Wilson, 2017). In understanding the concept of gender, there are 3 approaches that can be used as reference include:

- Injustice and gender discrimination which is an unfair condition result from the system and social structure either directly in the form of treatment or attitude and indirectly in a form of impact of a legislation or policy, in which both women and men are victims of the system and has its roots in history, customs,

norms and structures in civilization. The forms of injustice include women's marginalization, subordination, stereotypical views, violence and workload;

- Equality and gender equity which is a condition in which the social cycles of males and females are equal, even, balanced and harmonious. This condition can be realized if there is fair treatment between women and men. Its application should take into account of contextual and situational issues not based on mathematical calculations and not universal;
- Application of PUG with pluralistic principles, not by conflict approaches, through the process of socialization and advocacy as well as upholding human rights and democratization.

### 4.3 Supporting Factor

In other hand, the supporting factors in realizing gender equitable good governance in Sidoarjo Regency comes from the process of governance through state power in the implementation of public good and service that called as good governance, as the exercise of political, economy and administrative authority to manage a nation's affair at all levels. This means that, economic governance has a sense as a process in making decisions on equality, poverty, and quality to live. While political governance in Sidoarjo government gives understanding to decision process in policy formulation. While administrative governance is part of the implementation or implementation of the policy that good, governance is a construction built based on government bureaucratic reform. Implementation of the state with the development of good governance through the process of public services and improvements to bureaucratic organizations.

Sidoarjo Regency government, in the implementation of service to the community based on professionalism, accountability, transparency, excellent service, efficiency and effectiveness has been well accomplished due to its support by the resources of government apparatus (bureaucracy). In addition, the mind-set of the policymakers/stakeholders have begun to implement gender-equitable programs and activities because one of them has implemented out bond gender with the mind-set expectation of poured aspiration in various programs and activities is no longer questioning for

whom the usefulness of this program is made for. Since both men and women are able to utilize and access the development programs that carried well, Sidoarjo Regency also takes into account gender equality-based programs and activities, supported by disaggregated data between men and women in all development affairs.

## 5 CONCLUSIONS

The implementation of good governance is aimed in knowing whether the government apparatus has carried their duties and responsibilities in professional, accountable, transparent, optimal service, efficient as well as effective in its accomplishment or not.

Therefore, the obstacle of bureaucracy reform in attaining the gender equitable good governance in Sidoarjo Regency are: the existence of subordination, which emphasizes the opinion that placing woman as unnecessary participant in political decision making. Women are being subordinated into the socially constructed factors. While the supporting factors are originated from the governance process through state sovereignty in the implementation of public good and service mentioned as good governance as the exercise of political, economy and administrative authority to manage a nation's affair at all levels. This means that economic governance has a meaning as a process in making decisions against equality, poverty, and quality to live. While political governance in Sidoarjo government gives understanding of deciding process in policy formulation. While administrative governance is part of the implementation or application of the policy, which highlight that good governance is a construction built based on government bureaucracy reform. Implementation of the state with the development of good governance through the process of public services and improvements to bureaucratic organizations.

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