

Bureaucratic Transformation through Village Arrangements in Gorontalo Regency

Sandi Prahara

Gorontalo Ichsan University & Gorontalo State University, Indonesia. Email: Sandyprahara329@gmail.com

Asna Aneta

Gorontalo State University, Indonesia

Zuchri Abdussamad

Gorontalo State University, Indonesia

Ismet Sulila

Gorontalo State University, Indonesia

Yanti Aneta*

Gorontalo State University, Indonesia, yantianeta@ung.ac.id

Abstract

The purpose of this study is to analyze the transformation of the bureaucracy through the arrangement of village officials in Gorontalo regency. This research uses the research method. This research is a qualitative research. Primary data from this research can be obtained through interviews with informants, each of whom is the Regent of Gorontalo Regency, Regional Secretariat. The research used is descriptive qualitative research. In order to obtain valid data in research, researchers use the following methods; (1) Observation Techniques; (2) Interview; (3) Documentation. The results of the study show that (1) the process of reframing bureaucratic transformation through village apparatus arrangement has not been effective; (2) The process of restructuring the transformation of the bureaucracy through the arrangement of village officials has shown to be quite effective; (3) The process of revitalizing the transformation of the bureaucracy through the arrangement of village officials has shown to be quite effective; (4) The process of renewing the transformation of the bureaucracy through the arrangement of village officials has shown that it is not efficient enough.

Keywords: *Bureaucracy, Village Devices, Transformation.*

INTRODUCTION

Increasingly strong demands for democracy have made village government the main gateway for conveying community aspirations, because in addition to being the front guard for public services, village government is also

faced with various community needs with various characters and forms of complex problems to deliver effective and efficient public services. The magnitude of people's expectations are often not in line with the practical reality.

Not a few people think that the Regional Government intervenes too much in the Village Government. This is based on the position of the Village Government as a sub-system of national government administration and the forefront of national government administration, the Village is also given the authority to carry out government affairs as a consequence of the existence of the village as a government entity (Irawan, (2017)

Village Government under Law Number 6 of 2014 concerning Villages must have undergone various transformations from a state-led government or village government controlled by the state, to a Village Government controlled by the community or society led government. The reason is that this Law places the Village Government as a government unit that is given the authority to regulate and chair itself. However, the reality is that technocratization and corporations towards the village through various sectoral policies burden the village which kills community initiatives in managing and managing the village. As stated by Sahdan (2022) that the village's political authority to manage its authority has been eroded by the government through various sectoral policies that corner the village government. The village has lost its authority as the subject of governance. The central government seems to place village administration as "scientific" through technocratization that applies applications that corner village officials. Not only that, the central government even gave authority to the Regional Government (regent) to regulate the Village apparatus recruitment system. Finally, villages are not managed politically, but technocratically which causes village democracy to not work effectively.

Wulansari, (2022) argued that reforming the structure of the government bureaucracy should start from reforming and structuring government apparatus or organizational institutions, especially with regard to

apparatus resources. Then, refinement or preparation of mechanisms, governance, management systems that are clear and measurable, service standards that are fast, precise and consistent, transparent and accountable are carried out. Meanwhile Sedarmayanti. (2016) argues that bureaucratic reform is a government effort to improve performance in various ways with the aim of increasing effectiveness, efficiency and accountability. The bureaucratic reform model needs to be directed at instilling organizational cultural values in government apparatus that is oriented towards the commitment of local governments to build a higher quality bureaucratic concept so that it can be controlled through a control system that is continuously carried out by internal government.

Based on the theoretical views above, the researcher underlines that bureaucratic reform must be based on the implementation of bureaucratic transformation in the institutional arrangement of village apparatus which must be based on the spirit of rule of law and mutual support at all levels of government and do not cross each other's lines of authority. Supremacy which is based on the norms and principles that every government affair must observe the standard format of laws and regulations as a whole without interfering with each other. The implementation of the bureaucracy management policy is also part of the Gorontalo Regency government policy which is illustrated through the policy of evaluating the performance of village officials through a system of re-selection of village officials in all villages in the Gorontalo Regency area. This policy is stated in the regent's regulation number 19 of 2021 concerning implementing regulations of regional regulation number 16 of 2016 concerning Village apparatus. The implementation of the bureaucratic transformation policy by the Gorontalo Regency government through the district

head's regulation is directed at improving the apparatus recruitment and selection system through an evaluation model regarding the competence feasibility of village government apparatus. When viewed from the basis of the birth of the regent regulation, one of the normative policy derivatives of this regulation is based on the Minister of Home Affairs Regulation Number 67 of 2017 amendment to the Minister of Home Affairs Regulation Number 83 of 2015 concerning the appointment and dismissal of village officials. The village government apparatus arrangement policy has been carried out based on the regent's regulation number 19 of 2021 by implementing a re-selection system for 2064 village apparatus participants spread across 191 villages in the Gorontalo regency. The selection process is carried out using the CAT system or computer assisted test. Where village government officials carry out computer test exams with questions that have been determined by the Gorontalo Regency government.

Based on the initial observations that the researchers made, the results of an interview with the secretary of the Gorontalo regency Village Community Empowerment Service were obtained on November 9, 2022 which explained that "The policy on structuring the bureaucratic apparatus is an integral part of the district head's policy in the framework of evaluating the performance of all village apparatus in Gorontalo Regency. He also added that in general the evaluation of the performance of village officials is based on efforts to realize village officials who are agile and adaptive with an increasingly fluid work structure in order to realize community demands for maximum public services and normatively this policy is the application of Regent Regulation Number 20 of 2021 concerning The Organizational Structure and Working Procedures of the Village Government within the Gorontalo Regency government as an adjustment to the existing

Village government structure in each Village. In this case, a Regent regulation was issued which operationally regulated the form and model of the evaluation, as well as the selection process for the due diligence of village officials.

Meanwhile the above response contradicts what was said by the head of general affairs, planning and administration of Talumelito Village on November 10, 2022 which explained that: "The process of selecting village officials carried out by the Gorontalo Regency government is considered problematic from an implementation standpoint. This can be seen from the recruitment and selection process which is less transparent in terms of the results of the assessment, not taking into account the term of office of village officials who have served, because there are officials who have served ten to fifteen years, then have to be expelled simply because the results of a written test are deemed not meet the rating standards. This is also contrary to the principle of Village Government which has been enacted with special autonomy so that the Village is more independent in managing its organization and community". This is as stated by Sulila, Ismet (2015) who said that "The new paradigm of regional government administration has broad consequences for government institutions at the central to regional levels. With the spirit of decentralization, the delegation of authority implies independence. Independent in the sense of freedom to choose and organize government accompanied by the ability. From this opinion, the researcher argues that the spirit of decentralization of Village Autonomy should also be entrusted to the Village Government without excessive interference from the Gorontalo regency Government. The village head should be given full authority to appoint and dismiss his own village officials without any intervention from anyone, including executive elements at the top level. This is because the Village Head knows best

about the performance of village officials and the condition of the community.

Tradition in social science research, research that directly involves officials or the community, requires the presence of researchers to mix and adapt to the object and focus of the study under study. Quoting Abdussamad's opinion, Zuchri (2021) that the focus of research involving the community takes a relatively long time. As long as the researcher is present in the field, he or she adapts to community life. This means that researchers will interact by making participatory direct observations and consider wisely, because researchers are the main research instrument or tool. For this reason, the policy of re-selection of village officials in the Gorontalo Regency area has met the criteria to be appointed in a study. Because this is directly related to the community and the continuity of the future of Village Government. This is as stated by Aneta, Asna (2012) that community and government involvement in the context of state administration focuses on the process of collectively organizing personnel in accordance with their respective duties. Therefore, the researcher thinks that the policy of re-selection of village officials can be said to be incomplete if the community is not involved in the policy formulation process in the context of organizational transformation.

In this context, in carrying out bureaucratic transformation, local governments must make concrete, planned and based efforts on aspects that clearly regulate the evaluation of village apparatus performance. Bureaucratic transformation according to Gouilart and Nelly (1995) consists of several dimensions, including: 1) Reframing. Namely the process of change that opens new insights by developing the vision and mission of the organization for the betterment of the organization. This can be done if the organization is stuck in a certain mindset that

has been formed for years so that it tends to stagnate and is unable to develop innovative new models; 2) Restructuring, namely preparing organizational infrastructure towards more prime performance to create efficiency. The Restructuring process aims to train and mobilize all organizational components to move towards what is programmed in the policy vision; 3) Revitalizing, namely the process of bringing new life to the organization, among others, by further developing existing processes in order to answer the demands of stakeholders and keep up with changes in strategic environmental developments. Revitalizing places more emphasis on resources towards updating and innovating systems and other resources towards more effective performance for the organization; 4) Renewal, namely the process of equipping HR with skills and developing new goals and targets so that the organization is always able to regenerate from time to time to keep up with changing developments in its strategic environment. For this reason, Renewal emphasizes the importance of human resources who must be willing to go through a learning process in an organization.

From the theoretical approach according to Gouilart and Nelly (1995) above, if the researcher relates it to the context of the problem, the performance evaluation of all village officials in Gorontalo Regency is not yet at an urgent level. This argument departs from the idea that 1) the Reframing Process is not yet needed, because the village apparatus' insights in developing the vision and mission are in line with the work programs of each Village Government in Gorontalo regency. However, it cannot be denied that there are still a number of officials who tend to be trapped in a stagnant mindset but this condition does not significantly affect the performance of the Village Government as a whole; 2) The restructuring process really needs to be carried out, but not breaking it

down but increasing the number of personnel, especially in the Village Government, where the number of hamlets, area area and population is large so that work efficiency can be divided among all village officials. Meanwhile, the organizational structure in the Village Government only consists of the Village Head, Village Secretary, Head of Administrative and General Affairs, Head of Finance, Head of Planning, Head of Government Section, Head of Service Section and Head of Welfare Section; 3) The Revitalizing process does not need to be carried out because if the reason is to bring effective resources in carrying out the work, every period or year that runs the Village government in Gorontalo regency provides technical guidance to Village officials. This is in order to increase the individual capacity of Village apparatus personnel; 4) The renewal process can be the reason for performance evaluation which is regulated in the Regent Regulation Number 20 of 2021 concerning the Organizational Structure and Working Procedures of the Village Government. But this does not have to be done for all components of the Village apparatus. This is because not all village officials must be evaluated, but only village officials who are deemed to be less competent need to be evaluated.

From the description of the problem phenomena above, the researcher underlined that there are at least 2 complexities of village bureaucratic transformation problems in Gorontalo Regency; (1) The institutional structure and functions of the village administration are not in accordance with the needs of the village and its community. Changes in institutional structures and functions that have often occurred so far have in fact not clarified village positions and authorities. Even though changes to decentralization policies have implications for changes in institutional structures and functions, these changes in structures and

functions have not met the demands of organizations and society. In reality, polemics related to institutional issues still occur repeatedly within the village as well as with the supra-village. For example, matters of authority, finance, and development.

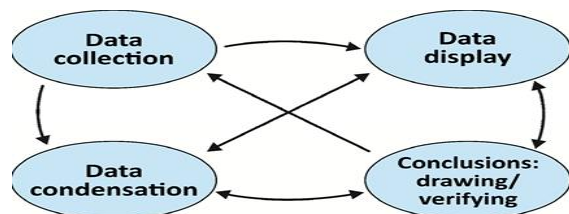
To fill in the gaps in pre-existing research and see how important the bureaucratic transformation of village governance in Gorontalo regency is, researchers are encouraged to conduct studies in order to produce an appropriate concept and become a solution to existing policy implementation problems in the Gorontalo regency government. specifically related to the implementation of village government apparatus structuring policies by conducting research with the title "Bureaucratic Transformation Through Village Apparatus Arrangements in Gorontalo regency".

Methods

This research is a qualitative research. The research used is descriptive qualitative research. Descriptive qualitative research is research with a method or with a case study emphasis so that it is more specific on the locus and focus that cannot be generalized. The stages that have been carried out in this study consist of the pre-field stage, the field work stage, and the data analysis stage. The pre-field stage consists of activities that must be carried out in this research as well as considerations that need to be understood, namely the ethics of field research. These activities and considerations can be described as follows: 1) preparing a research design; 2) choose the research field. The stages of field work consist of: 1) understanding the research background and self preparation; 2) enter the field; and 3) participating while collecting data. Abdussamad (2022) emphasized that in qualitative research, data collection is not guided by theory but guided by facts found during field research.

The data analysis technique used in qualitative research is interactive model analysis Miles, M.B, Huberman, A.M, & Saldana, J. (2018). Qualitative Data Analysis which consists of three components of analysis, as shown in the following figure and explanation.

Figure 1. Components of Data Analysis: Interactive Model Miles, Huberman and Saldana (2018)



Results and Discussion

One of the government's main agenda at this time is to streamline its functions, through efforts to improve the function of the bureaucracy. This is inseparable from reality and is realized by the government and various parties, that on the one hand the bureaucracy is considered a government organ that is slow and even tends to hinder, but on the other hand, in fact, bureaucracy is needed so that there is an orderly process and can provide legitimacy for various parties to get something. considered valuable and important. The function of the bureaucracy at the Village Government level has become a public debate, especially since the government's efforts to reform the bureaucracy in various ways so that as a community service it is able to provide the best service to the Village community. Even now, public service has become an important measurement tool for bureaucratic performance. The greater the demands of the community to obtain services, the greater the responsibility of the bureaucracy to fulfill them, which means that government services to the community are an important mission for the government so that people feel satisfied.

To make the bureaucracy's role more effective, transformation is needed both at the

individual and institutional levels in the framework of accountable, transparent, participatory bureaucratic governance and based on the principle of legal supremacy in the formulation of Regent Regulation Number 19 of 2021 concerning Implementing Regulations of Regional Regulation Number 16 of 2016 concerning Village Devices. The Perbup considers Permendagri Number 67 of 2017 concerning Amendments to Permendagri Number 83 of 2015 concerning Appointment and Dismissal of Village Officials (Permendagri Village Devices). However, polemics arose in various circles that the Regent's Regulation was not based on the principle of supremacy of law and its principles contradicted the hierarchy of laws and regulations. The researcher's claim is caused by the formulation of Regent Regulation Number 19 of 2021 concerning Regulations for Implementing Regional Regulation Number 16 of 2016 concerning Village Devices, contrary to Law Number 6 of 2014 concerning Villages Article 26 paragraph (1) and paragraph (2) which states that "The Village Head is in charge of administering the Village Government, carrying out Village Development, developing village communities and empowering village communities. The Village Head has the authority to a) lead the implementation of Village government; and b) appoint and dismiss Village Officials. Therefore, based on Law Number 23 of 2014 concerning Regional Government, the Governor of Gorontalo can cancel the Regent Regulation Number 19 of 2021 because it is contrary to the Law.

In order to discuss it more deeply, the focus analysis knife (applied theory) in this study refers to the research sub-focuses including: 1) Reframing Process which is further translated into descriptors: a) process of changing mindset, motivation, assessment standards, and ethical norms ; b) establishing benchmarks for organizational progress; and c) the mental development of officials in

accordance with the goals of the organization; 2) Restructuring process which is further translated into descriptors: a) resource development, infrastructure strengthening and physical components; b) reorganization of apparatus work in the aspects of service quality, efficiency and cost; and c) apparatus capable of translating organizational policy objectives and strategies; 3) Revitalitation Process, which is further translated into descriptors: a) productivity development and organizational networks; b) improve the quality of service to the community; c) renewal of work culture, structure and capacity building of human resources; 4) Renew process which is then translated into descriptors: a) provision of human resources for apparatus with e-Government skills; b) cooperation and collaboration with other Village stakeholders and partners; and c) carry out monitoring that is preventive in nature and evaluation that is in the nature of enforcement of the results of the work of the apparatus.

The consideration of determining the focus, sub-focus and research descriptors on the basis of the transformation of the village government bureaucracy in the Gorontalo regency is faced with demands for speed and timeliness of village administration, empowerment and development services within the framework of the quality of village apparatus that meet community expectations. To be able to realize community services, there must be a paradigm shift from the bureaucracy, by changing the perspectives, attitudes and actions of Village Officials both institutionally and personally. This is very important to do in a revolutionary manner in the sense that there are basic and fundamental changes. Therefore the description of the series of research processes include:

The process of reframing bureaucratic transformation in managing village apparatus in Gorontalo Regency

In modern government, the position of the bureaucracy as a public servant is an important measure of the success of the government in the eyes of the public. It has become a common opinion that government work units that function to serve the interests of the community are often identified with slowness, difficulty or other negative terms because it is very difficult to get services that match the needs of the community. Even though the functions carried out by the government are different from the private sector, because the function of government services in fulfilling the interests of the community cannot be carried out by other organizations, especially market-oriented organizations which will eventually create injustice. The Reframing process tries to break down these barrier walls and at the same time mentally prepares to move through it. The process will include changes in mindset, motivation, standards of assessment, and even values and norms can change too.

Based on interviews with researchers with informants from the Head of Village Administration at the Community and Village Empowerment Service of Gorontalo Regency, he explained that "The number of village officials in Gorontalo regency is 2089 consisting of 752 hamlet heads 191 sekdes Kaur Kasih 1146 after the amendment to SOTK No. 20 of 2021 the number of village officials became 1860 191 village secretaries 752 heads of hamlets and 9017 for kaur cation". It is this performance-based approach that is the background for the Regional Government to issue Gorontalo Regency District Head Regulation Number 20 of 2021 concerning the Organizational Structure and Working Procedures of the Village Government within the Gorontalo Regency Government. This will reflect the need for public services in the region. Not only that, the reduction of structural officials is also believed by the Regional Government to streamline work and budget. Streamlining the

regional bureaucracy regulated in Government Regulation Number 18 of 2016 concerning Regional Apparatuses is expected to be able to reduce around 25 percent of the current organizational size. This is also in the context of increasing the performance productivity of village officials, one of which is characterized by increased intellectual capacity.

Productivity according to Mahawati, E (2021) not only measures the level of efficiency but also measures the effectiveness of services. Productivity is generally understood as the ratio between input and output. Meanwhile Fadhlī, K., & Khusnia, M. (2021) emphasized that productivity basically includes a mental attitude of behavior and abilities that are oriented towards continuous improvement and have the view that today's performance must be better than yesterday and tomorrow's performance must be better. Such a pattern of behavior will encourage one to always try to improve work as a stimulus to always do good. From the results of interviews between researchers and informants, it was revealed that village officials in the Gorontalo Regency environment tended to be less proactive in accelerating their work. Besides that, the data obtained shows that being a Village Official is not enough to be a guarantee for being able to work optimally, increasing high productivity and increasing professionalism in work, which will always be related to performance standards or standards. This is in response to a research informant who said that "The most visible change is in the work productivity aspect of village officials in their duties. And this reframing process can also provide opportunities for the younger generation to contribute to village development.

One of the weaknesses of Village Officials lies in the lack of psychological abilities which include factors of intelligence, talent, motivation and cognitive abilities. Susetyo, D. P. B. (2021) in his book emphasizes that to

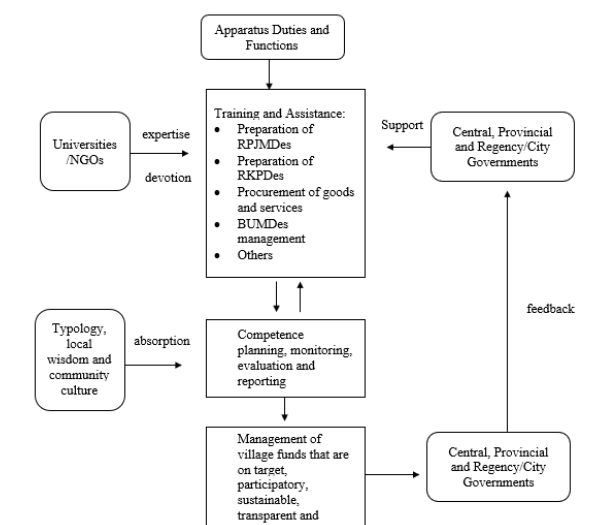
test the level of optimization of employee performance is the cognitive behavior therapy approach with reframing techniques. This was acknowledged by the Head of Lupoyo Village who said that "many factors can affect the performance of village organizations, one of which is the capacity of the apparatus at the individual level such as knowledge, skills, competence and ethics. This system is not running optimally in the village. This should be the responsibility of the Regional Government of Gorontalo Regency because the budget for personnel expenditures, including training and education, comes from the Village Fund Allocation (ADD)".

The statement by the Head of Lupoyo Village above is in line with the opinion of Surachman, A. (2017) in his research journal which revealed that "Management of this sizeable village must be balanced with effective information management which includes adequate management of knowledge and skills, to be able to carry out accountability true and professional finances. Therefore, in order to prepare professional village officials, it is necessary to increase knowledge and skills through a program to strengthen the human resource capacity of village government officials. If the village apparatus already has information management competence according to their duties and functions, they will be able to identify the condition of their village and understand the needs of the community, they will be able to fully develop programs independently and do not need assistance from a companion. This is because there are still many villages whose apparatus have not received adequate training from the government regarding the use of village funds. Even if someone has been trained, the form of training is often just outreach. Activities called training often do not directly teach the required materials and case studies (best practices) to village officials regarding comprehensive management of village funds.

So that the impact, the absorption of village funds is not optimal.

The Gorontalo Regency Community and Village Empowerment Office is hierarchically responsible for managing Village HR assets by optimizing the capacity building of village officials. In the following, the researcher presents a road map for Strengthening the Capacity of Management of Village Devices:

Figure 2. Model for Strengthening the Management Capacity of Village Devices



Data Source: Ministry of Villages, Development of Disadvantaged Regions, and Transmigration in 2021

Bureaucratic reform development policies are implemented in the context of improving better governance and are the most important part in improving the implementation of national development. Zakaria, W. A. (2017) in his book entitled Building Village Independence reveals that "Bureaucratic reform policies are ultimately expected to achieve improved quality of public services, increased capacity and accountability for bureaucratic performance, and increased professionalism of government apparatus resources, as well as governance clean and KKN-free. Meanwhile Dwiyanto, A. (2021) added that the essence of bureaucratic reform

is change, reform, arrangement, improvement or refinement. Bureaucracy is the apparatus, institutions/agencies, government organizations, government employees, work systems, and work tools. Services to the community must be of high quality, free of KKN, effective and efficient, empathetic, affordable, accountable, fair and non-discriminatory."

Rohman, A., & Trihardianto, W. T. (2019) suggests that the purpose of reforming the village government bureaucracy is to build/shape the profile and behavior of the apparatus with: 1) High Integrity, namely the behavior of the apparatus in working always maintains a professional attitude and upholds moral values (honesty, loyalty and commitment) as well as maintaining personal integrity; 2) High productivity and responsibility, namely optimal results achieved by the state apparatus from a series of innovative, effective and efficient activity programs in managing existing resources and supported by high dedication and work ethic; 3) The ability to provide excellent service, namely the satisfaction felt by the public as a result of the work of a bureaucracy who is professional, dedicated and has high moral standards in carrying out their duties as servants of the state and servants of the public, especially in providing excellent service to the public wholeheartedly and responsibility.

In the following, the researcher presents 8 areas of change in bureaucratic reform according to the Ministry of Villages, Development of Disadvantaged Regions and Bureaucratic Transformation:

Figure 3. Eight Areas of Change in Bureaucratic Reform



Data source: Ministry of Health in 2022

Based on Figure 2 above, it can be seen that point 5 (five) areas of bureaucratic change are to improve oversight of government administration. According to Commission 1 Member of DPRD Gorontalo Regency, one of the forms of bureaucratic reform in the administration of village government is to ensure that village officials are able to work optimally in development in the village. For this reason, one of the reasons why the regional government has carried out an institutional rearrangement of village officials is because there are many program achievements at the village level that do not meet the standards of medium-term development plans for both village and district. This is the basis that needs to be evaluated because they are assistants village heads who will make the program a success and by holding the selection they will be aware that they are being watched.

The research findings also indicate that streamlining the government structure in the village can be an option for bureaucratic reform and saving on government spending. However, the Regional Government of Gorontalo Regency needs to ensure that Village Officials, especially the Village Head, understand the purpose or meaning of the

streamlining process. This is in line with what was stated by one of the Village Officials who said that: "The pros and cons of the regent's policy in re-selection of Village Officials did occur where there were differences of opinion. For us, the process of re-recruiting village officials is caused by not all village officials being able to adapt to policy changes. Both from the central government, to local government policies. Especially now that bureaucratic transformation has led to digitalization. So there is no reason for village apparatus to be anti-service changes from manual to electronic. That might be one of the justification reasons."

The research findings also indicate that the administration of administrative services has not been achieved, as can be seen from the aspect of regulatory and management authority. According to the Gorontalo regency PMD Service, this is influenced by the productivity, ethics and behavior of Village officials in carrying out their duties. Besides that, the weak leadership style of the Village Head in influencing the performance of Village officials is also an influential factor in the process of changing mindsets, the motivation of village officials which has definitely influenced the Gorontalo Regional Government's evaluation system for re-selection of Village officials. In addition, the mental development of village officials has also become the focus of the local government's attention in order to achieve continuous acceleration of the bureaucratic system in the village.

Based on the recap of the results of the researchers' interviews with the informants which were then supported by the various expert opinions and regulations above, the researchers concluded that in terms of the Reframing Process there were pros and cons to the Village apparatus recruitment policy in Gorontalo Regency, which can be seen from 2 points of view, from a legal perspective, and

from a productivity point of view. From a juridical point of view, the policy of the Regent Regulation Number 19 of 2021 concerning Regulations for Implementing Regional Regulation Number 16 of 2016 concerning Village Devices. The Perbup considers Permendagri Number 67 of 2017 concerning Amendments to Permendagri Number 83 of 2015 concerning Appointment and Dismissal of Village Officials (Permendagri Village Devices). It is certain that the Perbup is contrary to Law Number 6 of 2014 concerning Villages Article 26 paragraph (1) and paragraph (2) which states that "The Village Head is tasked with administering Village Government, carrying out Village Development, developing village communities and empowering village communities. The Village Head has the authority to a) lead the implementation of Village government; and b) appoint and dismiss Village Officials. Therefore, based on Law Number 23 of 2014 concerning Regional Government, the Governor of Gorontalo can cancel the Regent Regulation Number 19 of 2021 because it is contrary to the Law. Meanwhile, from a productivity perspective, several informants were of the view that the implementation of the re-recruitment of village officials had been effective. Because not all apparatus The number of Village apparatus in Gorontalo Regency is 2089 people consisting of 752 hamlet heads 191, Village Secretaries, Kaur, and Section Heads totaling 1146 are still productive in carrying out village administration tasks so that a re-recruitment process is needed in order to generate staff professional and competent Village apparatus.

Conclusion

The new paradigm for administering Village Government always has far-reaching consequences for government institutions at the central to regional levels. The spirit of decentralization of the delegation of authority

implies independence. Independent in the sense of freedom to choose and organize government accompanied by ability. Decentralization of Village Autonomy should also be entrusted to the Village Administration without too much interference from the Gorontalo regency Government. For this reason, based on the results of research, discussion, and research findings related to the process of bureaucratic transformation through the arrangement of Village apparatus in Gorontalo Regency, the following conclusions are drawn; (1) The process of reframing the transformation of the bureaucracy through structuring village officials has shown that it has not been effective. Because the policy of recruiting Village apparatus in Gorontalo Regency through Regent Regulation Number 19 of 2021 concerning Regulations for Implementing Regional Regulation Number 16 of 2016 concerning Village Devices is contrary to the statutory regulations above, namely Law Number 6 of 2014 concerning Villages Article 26 paragraph (2) that the Village Head has the authority to appoint and dismiss Village officials; (2) The process of restructuring the transformation of the bureaucracy through the arrangement of village officials has shown to be quite effective. Because the Restructuring of Village apparatus was carried out by the Regional Government of Gorontalo Regency in order to ensure that village officials had physical (physical) abilities, intellectual abilities (knowledge), psychological (mental) abilities that met the criteria as village officials; (3) The process of revitalizing the transformation of the bureaucracy through the arrangement of village officials has shown to be quite effective. This aims to avoid practices of deviating authority by the Village Head and Village Officials, optimizing the functions of village government organizations, optimizing public services, changing the mindset and working culture of competitive village officials; (4) The process of renewing the

transformation of the bureaucracy through the arrangement of village officials has shown that it is not efficient enough. This is because the condition of the village government has not shown an increase in the quality of Village apparatus Human Resources for the quality of public service processes and development in line with the demands of village organizational transformation.

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