

# Empowerment bureaucratic equipment resources regional autonomy in local government

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## ABSTRACT

The publication of the acts is among those most valued as an indicator of the seriousness of the central government to respond to community aspirations and also to change the system of deluding government for some 32 years in a row A new order government that caused negative implications for the organization of the local governance system is decentralized. Also, there is the advent of a phenomenon threatening the disintegration of the nation that led to the secession of the State Union of the Republic of Indonesia, as we saw in various media. The central government must meet regional autonomy requirements by putting them off.

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## I. Introduction

The demands of various backgrounds that exist within the community for the central government in Jakarta to implement the wisdom of widespread independence have been a political assertion for several decades ago. But the aspiration of the Government of a new order that value has never reacted seriously and only half heart with the classic reason that the area lacks the willingness and capacity so that the opportunities and successes To manage the vast authority can make good use. It has reversed from those reasons that the political interests of the central government were found to be stored to continue to make very powerful dominance over local governments in almost every aspect of life. Because of the supremacy of central government power that led to the onset of dependency the area is remarkably high against the central government, so the fate of development in the area seems to be dictated by central government.

Demands and pressures from many directions reached the central government to give the region a broad autonomy along with the

momentum of reform the culmination of the requirements of revoked of Law No. 5 of the year 1974, and source Act No.22 of the year 1999 concerning local governance and Law No. 25 the year 1999 regarding financial collateral between the central government and government Area.

To give wide authority to the region through Act No. 22 of the year 1999 as well as Act No. 32 of the year 2004 in the management of government affairs, Development, on the one hand, can see as a good opportunity for the region to develop further And more advanced in an attempt to improve the well-being of society. The quality of public services, as with autonomy, the area has had a competency and a discretion for the region to organize and care for everything considered important to Developments in its territory, except in the field of foreign policy, Defense Security, fiscal and monetary, religious, judicial.

But the other side to give broad autonomy to the region can also consider as a rather serious new challenge for local authorities

regarding its ability to manage broad autonomy. The reason is that of the broad autonomy given at a time when local governments are in a capacity still limited as a result of the process of learning and refining creativity in the past under the system-wide approach. Similarly, the quality of education is also seen that bureaucratic apparatus has not been sufficient to support the effectiveness of the Government institution, for example, the data quality education tools ever published in the People's memory every day in May 1997, The Bachelor of Education level reveals that only 8.65% and a doctorate level of 0.01% reached the bureaucratic apparatus in Indonesia. The number of educational qualifications works mainly in the National Education Ministry (Teachers and Teachers), the rest scattered in other departments. The data are relatively the same in 2011 suggesting that the formal education level of civil servants or civil state equipment is still relatively low. O 4,646,351 the number of civil servants or state equipment in 2011 formal education qualifications Most of them are upper level secondary schools (SLTA) i.e. 1,555,944 (33.48%), following the education level of Ystrad One (S1) 1,514,428 (32.56%), education Bachelor's Degree (S2) 105,375 (2.26%), and Ystrad 3 8,095 only (S3) (0.17%). This data provides suggestions that the quality education bureaucratic apparatus in Indonesia that works in various deciles is a large part of nothing but ranks SINTA (Wirman Syafri, 2012).

It is therefore very likely to occur, as some circles worry that the implementation of Act No. Twenty-two of the year 1999 is causing a problem recently in the area because the ability of adequate local government does not balance it. While on the other hand, the essence of autonomy not only involves the transfer of authority but also includes the ability to discharge the responsibility which is the responsibility to improve the quality of service and the well-being of society — the majority of Konsekwesi of this responsibility than in Act No. Twenty-two of the year 1999, as well as Act No. 32 of the year 2004, confirmed that if the area is unable to organize an

independent, autonomous region, then it can be removed or merged with the other areas. There will be no other options for the local government unless the development of capacity-building in Paramurnya will be the main factors supporting the effectiveness of the Autonomous region's organization. In Berotonomi he needed professional bureaucratization because he needed to plan, organize, and manage.

Theoretically, the aim of granting broad autonomy to the region not only involves the distribution of force or the sharing of power to the local political elite, but the autonomous region also aims at improving the quality of decision-making to Determined by the needs and interests of the community. Also, granting autonomy to the region, the Khirarki decision-making hierarchy is shortening so that decisions can take quickly. Therefore from public administration, give a Bertjuuan autonomous region to improve the quality of public services so that the local authority is given the great bureaucracy and powers to shape and implement Policies that better suit the interests and needs of the community to increase the welfare of the community.

However, the discoveries of invaders indicate that since the fall of the Suharto bends tend to be followed by increasingly low public confidence towards the public bureaucracies in providing service to the community. The crisis of confidence in the public bureaucracy, either locally or on the century mark, stems from protest and demonstration as a result of the different elements of society made against public bureaucracy

Other indicators that show a low level of quality of service bureaucracy for local communities continue to be very slow and are still in the Bharatiya-Belitnya of service Licensing, discrimination providing service, and still Merajalelanya Wild Levy (Pungli) exterior conditions. Phenomena this demonstrates the low quality of public service bureaucracy for the community. The low quality of service bureaucracy for the public as long as it is easy to

understand due to public bureaucracy during this period has become effective instruments for a new order to hold. Its force in both civilian as well as military. In the order of new orders, bureaucracy tends to put itself more as a tool to measure the servant of society. In other words, the headquarters of bureaucracy and more has established itself as a ruin of a fortress. Therefore, it is the culture and ethics of service as long as it is very difficult to develop in the bureaucracy, as more officers position themselves as the "master on the server" as their boss, therefore, tends to need the services of the community. According to Dwiyanto (2008), we have at present inherited a culture-oriented government power, not the service. Since independence, we are only building the government's structure and culture of feudalistic and religious architecture, so that we have a bureaucratic culture that provides patronizing leadership as the dominant parties.

Based on this phenomenon, it needs to be done at the central level of bureaucratic reform as well as in the region. This reform can be done using training and the development capacity of resource agencies in the region as a means of changing the behavior and mentality of bureaucratic tools. The available capacity in the form of equipment can develop through increased formal education and informal activities such as Prajabatan training, internships, workshops, or in the development of a code of conduct. These are one of the activities that local authorities can undertake to change the behavior and mindset of the bureaucratic apparatus. Also, resource development equipment can make by developing a professional recruitment system, not only in the selection and installation of the equipment within a given term but the professional recruitment system is also needed. Accepts a prospective civil servant (PNS). Even according to Prof. H.A. Kardiwa, Dre, SH, MS, who receives prospective civil servants in Indonesia, they need to do psychological (interview) tests. The aim is to know the soul for a person's dedication in serving the needs of the community. Also, this test also seeks to ascertain

a person's ability to foster co-operation with others.

In building and developing quality resources in the areas of bureaucratic apparatus through educational activities and the application of the professional recruitment system, they are expected to instill a spirit of enterprise and a spirit of reinvention of soulful government dedication in all equipment. The region that can provide the conservative power for the improved performance of the local bureaucracy as a parameter in measuring the success rate of the organization of the Autonomous Region.

## **II. Developing the bureaucratic tools of the local resource and its strategy**

According to Frank J. Goodnow quoted by Nicholas Henry (1988) The State administration or the bureaucracy of the government has two different functions (the specific roles of the government) which set out the functions of the political and administrative functions. The political function of the Government's bureaucracy means that the center, as well as the area, has a duty and function to formulate a country/region or wisdom commonly referred to in formulating a country/folklore declaration of Wish (it concerns policies, or the expression of the State will be). The State administration or the public are involved in the political process. While the functions of the administration are related to the exercise of the country's/region's discretion (relating to the implementation of these policies). According to experts, State/public administration, the two functions attached to the government's bureaucracy, namely the function of shaping the state's wisdom (shaping public policy) and implementing the function (Public policy action) are equally important. He also concurs with the views of Riggs (1964) in his writings entitled "Vietnamese Politics in Comparative perspective" which stated that the bureaucracy is not only capable of carrying out political functions. The effectiveness of political association regarding the level of equivalence of

the bureaucratic power of the state between on the one hand and a combination of additional bureaucracy (parties, agency representatives, and the electoral system on the other).

The above explanation provides a clue that government bureaucracy, both at the central level and in the regions, have a very important role and determine for nation/country change and progress and to improve people's well-being in this connection Nicholas Henry (1988). States in his book entitled *Issues of State and State administration*, that the government's bureaucracy in this century has become an arena for shaping the wisdom of a country or deciding where the chief Go. These means that the government's bureaucracy remains important and decisive for the future of the nation and the state. So changing mentalities and the behavior of equipment, in the center as well as local is truly indispensable. Changes in the behavior and mentality of the apparatus will introduce innovation and *Kretivitas* in the management of various resources. This mindset can be changed through education as a way of developing the capacity of the power source equipment.

Some experts have warned that a major key to the success of an organization is the goal of the *Mecapai* and the goal is the capacity of its human resources. F Luthan (1992) Organizational behavior expert says: "The organization's main resource is not for capital and technology but human beings." Similar views were expressed by Edward III (1980) saying that human resources were an important factor in achieving effectiveness and defining the programmes. The policy will not achieve the expected results without the human resources with the capacity and skills. So, according to Edward III resources should be noticed.

These two views can be inferred that the development of the equipment's resources in an organization gives the sense that it is very important to support the implementation of broad autonomy and responsibility. By developing human resources, it will form human equipment intelligently, creatively, innovatively, high-work

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ethic, whitish, astute and apparent good personality. With quality in this way then the local equipment will be able to take advantage of new life in the future which is the terms with its main competition and the challenge of competition in very tight global regulation which cannot be avoided by local government. Thus, the option to improve the capacity of the equipment is unavoidable, in particular, the function of State administration (government) of running two different functions, i.e., formulating and implementing the wisdom of wisdom. The quality of policy will undoubtedly affect people's lives and the environment of public life determined by the quality of the policies produced by the equipment.

Based on the description, the resource agencies in the Organization act as a positive internal power that lets organizations get the power to reach the goal. Otherwise, the lack of human resources due to low productivity incompetence leading to the organization cannot achieve this goal and purpose.

Theories about human resource development are related to the fact that individual human being derives from MC's theorem. Leland (1961). This theory is called the N-ACH (need for achievement) symbol. The core theory that there is a potential for Excel inside all indigenous peoples. The evidence for this is what makes the MC Leland grow. Convinced that the progress of a nation and a country is yet to be determined by the abundance of its natural resources, but rather determined by the quality of its human resources. Through this theory, MC also concludes that the N-ACH is a transferable type of virus. So the N-ACH is not something in the inheritance at birth. This theory can summarize the value of achievement among the equipment so important that the desire to excel and to have an entrepreneurial spirit arose.

The experts suggested that effective tools for resource development (HR) are the equipment through education, either through formal education as well as non-formal education. That means that education provides a

significant influence to improve the knowledge and skills of the equipment. Low skills will have a negative impact on the development of individual equipment making it difficult to access the various opportunities. In contrast to the high knowledge and skills, this will have a positive impact on the equipment for the ability and attitude of the authorities to work so that they can take advantage of the various opportunities available to promote the area and its people. According to Monj Mery (1989) in his motto, he says that the primary task of administrator development (bureaucrats) must first try to change the behavior of its people to support the process of modernizing and growing the region. The Government's main task was therefore to improve the progress and wellbeing of the people.

The Human resources development strategy is expressed through education by some experts, including a backgrounder in the Kartasasmita (1996) which says that increased productivity can be encouraged through education, training, and health degrees. Similar views presented by Inkeles and Smith in Wainer (1994), the most effective way to change the mindset and attitude of the human work is through education. That suggests the quality of resources in areas of the equipment can be developed and improved by improving the formal and informal education such as reproducing courses in education, training, internships and various Other forms of education are closely related to the tasks and equipment work.

Also, concepts and strategies that can be implemented in nurturing and developing the resource potential of the equipment in the region are the development of a professional recruitment system. The admission of new employees, for example, must based on the objective need of the institution and Penjaringannya based on ability, not based on the *patronage system Nepos. Spoil system*, where reception officers are not based on considerations of expertise and skills, but rather based on relations with relatives, family relatives, close friends, the origins of the same area and the similarity of beliefs and ideologies.

So also in the placing and adoption authorities in an office, for example, the site/tiers are not based on consideration of the sponsorship system, Nepos system or rudimentary system, but the placing and adoption authorities in Recruitment on a MERYT office basis (*Meryt system*). According to experts, a more assessed mercy system has become high because of the basis of reasoning in raising/locating employees in an office based on ability or because of its skills in service. Thus, in the case of a person in an office, it is not because the question is still close to friends, relatives who are mothers and because of the same ethnic origin.

Historically, recruitment based on a patronage system, a Nepos rudimentary system, and the system was initially known and practiced in the area of environmental governance. In this regard, Peters (Rashid 1995) states that one of the themes that have long hated in the discussion about the bureaucracy is... "*the search for efficiency through merit recruitment.*" This theme is more or less the need to seek efficiency as an indispensable requirement in government bureaucracy through the recruitment of a pony. Considers that it can be concluded that Peters' efficiency and effectiveness can be achieved in government institutions in meeting the goals and targets through the application of recruitment (application of professional recruitment).

Thus, to ensure effectiveness in maintaining extensive autonomy, then an office practice (equipment) will reflect the achievement-based capability measures, not from emotional feeling based on a bonding system Traditional social. The implementation of the system in a way that prioritizes the consideration of attainment when raising a job-holding employee from managerial capacity is highly dependent on a leadership summit. According to Poder (in M, 1981), An important function of leadership is responsible for the shaping of personnel. Barthos (1990) expressed views that human resources capabilities within organizations can accessed through good management of resources from senior

management. From this view, there are directions for creating a clean bureaucracy of the professional management capabilities required by senior managers, such as governors, mayors, and governors.

Another factor that might encourage the equipment in the region to improve delivery or the ability to support the effectiveness of maintaining autonomy and broad responsibility is to provide adequate incentives to meet needs His family's life. By Hull in the (wealthy person, 1997) incentives are resources used to encourage someone to do something, or in other words, this motive can encourage someone who is willing to work best possible. Financial incentives that have helped attract workers/employees are considered to increase productivity and morale.

From the results of the research management specialists, it was revealed that there is a positive correlation between giving incentives adequately with one's work. Investigative research is leading the control so that specializes in modern institutions have many applied ways of providing incentives in motivational work in the motifs of the employee or employees. As a result of this research it can be concluded that the level of income of the employees is very important and decisive in achieving the effectiveness of the Organization's work, because in addition to fostering honesty in work, employees may also be pushing the work performed.

Unfortunately, the wage conditions of Indonesia's civil servants belong to very low in comparison with the countries of south-east Asia such as Singapore, Malaysia, Thailand, and the Filiphina. Thus, one of the causes of the low performance of Indonesian civil servants as well as the unlanguage of corrupt practices and bruises on the wild (function) is the low levels of income held by civil servants.

### **III. b. The spirit of the Reinventing Government in the operation of regional autonomy**

An expert from France, J.B. say (in Drukken, 1994) said that the entrepreneur is the ability to change the resources from low production higher or larger. The ability to change the resources is also possible in themselves individually, but the necessary training so that it could be an actual performance in the form of efforts with economic characteristics, economic systems, and ideas that can be Improve the productivity of work that leads to benefits for the environment it works.

The concept of entrepreneurship is a concept developed from economic activity, but the nature and theory of the Spirit MC. Lolecard (1961) with the symbol N-ACH (need to achieve). This theory describes in man the desire to excel.

Not only is the spirit of entrepreneurship needed in the private (business) organization, but it required in the government's bureaucracy, in particular, the donors ' organizations of services to the community as revealed by Osborne and Gaebler (1992). The nature and spirit of entrepreneurship must be owned by the government's bureaucratic tools in the exercise of their public functions, given the government's limited resources. Through the soul and spirit of entrepreneurship, public services will be efficient, effective and productive.

In an attempt to make the government's bureaucracy often we hear the term "government's Reivio." The term came into prominence when we president Clinton maintained a bureaucratic government. What Clinton does in the US seems to be not only important to the US government, but also Indonesia, because the principles that exist in this government could be taken to fix the system, which is the crux of bureaucracy Government of Indonesia. The term is the same as the effort to achieve the updates. And in public

administration, a theory of reinventing government is a manifestation of the concept of new public management (NPM), since the concept of NPM adopts the concept of reinventing government.

The concept of reinventing government in lifting from various public affairs in case local bureaucrats successfully redress the United States because of the successful entrepreneurial spirit of the enterprise and citizens of Kretivitas is developing The people. According to Osborne and Gaebler (1992), the fact of reinventing government is a way of gaining a new perspective in looking at government functions. Hence the application of a new paradigm to see how a government can perform its function efficiently and productively. The concept of reinventing government focuses more on the movement of a deposit to reduce its dependency on the government. Thus the orientation of the concept of Reinventing Government (Government of entrepreneurship) increases the "self-reliance." Also, the concept of reinventing Government also emphasized that all leadership (managers) were encouraged to develop their ingenuity and creativity to achieve the best possible results in the implementation of government functions. They no longer led with ways of doing all sorts of work until the final details. They are no longer "rowing" away from all the work, but rather doing the "steering," i.e., the limit against the occupation or management functions, leading, and driving the strategic course. Also, the concept of reinventing Government in public (led by the government) is also encouraged to enhance and create public accountability to customers, to improve performance, to restore the institution of public bureaucracy, to shape Return the content organization, making streamlines and procedures, bureaucracy and the decentralized decision-making process.

Overall Osborner and Gaebler (1992) Suggested ten principles guiding the concept of Reinventing Government, as follows :

1. The government acts as a catalyst (catalytic government). Tax collection and service

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delivery to the community is the only function and role of government that, for over 50 years, becomes the basis for the assumption of public leaders. In a state public and private (private) sources are increasingly scarce, then the Government's function and role as a router (rowing) should be redirected to the directing role of the (steering). Or in other words, the functions of the bureaucratic government were transferred for direction (navigation), and no longer as a router (rowing). Therefore, the public duties are no longer a monopoly of the government, but the community in question assists in the fulfillment of the Government's public duties so that the Government continues to direct the duties levied on the community. The transfer function and the role in competing have therefore occurred the Government serves as an administrator (service) which can combine with the capacity of the community.

2. The role of government and bureaucracy directed at empowering communities. The function of providing a public service to Government should be directed towards empowering communities and not growing high dependency that will be a burden on government. So "empower or serve" is a spirit that needs to be growing among government tools, because the Keberdayian society will reduce the government's burden of public service delivery when sources are available The public is increasingly scarce. Because that is what Montgomery (in Abdullah, 1988:1) in his motto says: "The modern behavior of citizens could be taken in the event of the work of apricot synopses of the development." The meaning of this statement is the main task of a development administrator, first of all, trying to change the behavior of her people to support the process of modernizing and growing certain regions. "

1. There is a competitive government, how did the government do it to be very competitive, in other words encouraging the local apparatus to be able to provide a service to the community so that the private sector is no smaller, For example, the hospitals. The administration of government should be more over-run by private hospitals or at least be able to compete with private hospitals, the Post Office service should be more than the same by the other, or there is no longer case control over the identity card and other licenses The dealing months and requiring high costs {high cost} outside the terms. In implementing regional autonomy, the nature of competitive government must grow so there is no alternative, other than by growing the spirit and soul of the entrepreneur to all the tools of a government. Therefore, a review of the angle of development in the administration would expect the government administrator to appear and act as "entrepreneurial bureaucrats," who have the characteristics of leadership ability, Professional skills and have an innovative vision of the future-focused (Abdullah, 1988:18)
  
4. Changing the rules-driven properties of the organization, from the government's bureaucracy to a "mission-driven government," will eliminate the intransigent and high-cost nature of the way in which bureaucracy works. The Government should work by its fundamental mission and not by its rules. For example, if the environment changed because in the social environment indeed the formula never stops changing, the more so if the environmental changes take place quickly because of the influence of global competition?. So Kekauan must change in enacting the rules by increased community demand. It also became a core reserve

theory in organizational theory suggesting that institutions can be develop if it can adapt to environmental change.

1. A results-oriented government, the government, should be biased towards the outcome or accomplishments of the work, rather than on input focused. In other words, the government tools in the soul of the Centre as well as the region should grow in such an oriented spirit of achievement. To equipment delivery built on, there is a role for government managers, for example, with the right regional head role being very important and decisive. If the head of a region valued his work and his achievements in the set as a benchmark for locating officers in a particular situation (promotion Office), then the workers will be Berlombah-Lembah to work properly. The focus on achievements cannot, therefore, be separate with recruitment. As far as it should be in a rekrutmen's system, it is still apparent in the area that the spoil system, where the selection and placement of workers to occupy a particular position is base on the "proximity" bonds. In the era of regional independence, it is time to apply the system to which the vermin-oriented recruitment pattern follows. Also, other ways that can be made to reference the results or accomplishments of the work have been determining in advance of "coming out" that are in the sole and non-discretionary discretion of a non-state or of inputs. The thing does not come out of inputs, it could be interpreted as not pursuing the target, but it gets results in a desire with the money available. Input is decisive and not the tool. That should be done to achieve the maximum possible results based on existing records.
  
1. The customer-driven government bureaucracy that the Government should give priority to Community interests such as Kebutuham and customer, and not meet the interests and needs of bureaucracy,



- especially the "master." As long as this is accomplished primarily local bureaucrats behave in medalist, so he proved to be the "master" to serve the community. The agencies in the form of government do not overload the public (community) but rather to relieve the public when meeting the Kebutuhanya. If it does not apply this principle, then the community will switch to the other more promising high-speed service, so the private sector will be responsible for managing it where the importance of directing government functions is (inline), because this may mean losing the control of Berlina from society against the private sector.
5. It is an enterprising government that pushes aspiring entrepreneurs to the government. Can do by using the proceeds rather than the expenditure, i.e., making the Government's performance equal to the performance of the private (private) institution. Do not form the structure of the units of a government institution or if it succumbed to a budget alone without clarity ensuring that the acceptance of the government cars is indeed a critique of this concept since it could make the "look of its temper" (biased currency), But that is the autonomous region of Konsepkuensi. Driven by equipment how to locate and dig the results field income sources (the pad), but don't forget that raising the pad's sources should not sacrifice the environment that can cause disaster.
  6. The government, that government to have the power to anticipate is high, does that mean because the future is fraught with uncertainty so that it requires the ability to anticipate the changes to equipment that never stops and has Risk. The best way to predict that is prevention rather than manipulation, that warning is much better than too late.
  1. The devolved government, i.e., to make government decentralized. Decentralization is, in fact, a relaxation of centralization through abundant of authority so that the growing participation of society and tools is in the development activities. Already understood by all circles that centralization only condemns the duties in Pmerintahan, but also against it against formulating a policy that is far removed from the needs and desires of the public. The devolved organizational units of governance will act as the leader in the delivery of government functions. Rather than maintaining a hierarchy through centralization, it will take away community participation in development activities, and this means that the workload became a central part of the government. As a result of the Government's action, it becomes ineffective and inefficient.
  7. A market-oriented government, the Government, should be geared to the market but not interpreted as commercial orienteering. The market is a representation of the position or comcroidal situations of competition. Any individuals or groups have competing instincts but healthy competition can only from the market situation, as individuals and groups may lead to a situation of competitors that can build the capacity to break down Change and development is nothing but the process of moving towards the good.
- To the ten concepts of Reinventing Government, built by Osborne and Gaebler from new perspectives against the implementation of Government-related functions that confer power on bureaucratic performance improvements for conceptual. The government, not only the developing countries but also developed countries, since the concept of reinventing government made of the fact that United States citizens in the ' ' Empirical ' ' wonder whether the government is still there "!. This phenomenon is captured by Osborne, a former journalist and City manager to publish the best-selling book (1992) followed by another book published with Peter Plastrik Banish of bureaucracy (1997). Osborne's

efforts to introduce this new public management in the government's bureaucracy were well received by the Bill Clinton government which is squeezing down on receiving updates on government bureaucracy.

How to develop the concept of Osborne in her introductory book written together with his colleague Peter Plastrik (1996) called *Banish Bureaucracy = the five strategies for reinventing government*. In that book he introduced the five strategies for reinventing government to develop the concept as follows :

1. The core of the strategy (Core strategy), which is that strategy formulates goals for the government, including regional autonomy.
2. There is a need to formulate the results strategy (a conjugal strategy), in this case, and Tata back in the pattern of institutional and individual motivations.
3. A service user strategy (customer strategy), bureaucratic apparatus, in this case, needs to redirect the political interests of the Governments, as well as an orientation to the interests of Kelembagaannya.
4. Management strategies (Management strategy). which is to construct a return in an attempt to manage the organization.
5. A strategy culture/culture (culture strategy), namely that the existence of tools and bureaucracy exists regarding cultural behavior and re-orienting.

#### IV. Conclusion

1. The publication of Law No. Twenty-two of the year 1999 for local governance, which was subsequently superseded by Law No. 32 of the year 2004 for local governance contains many renewal ideas in local government.
2. But to be recognized since Law No. 22 of the year 1999 and Act No. 25 came into force between the central government and local governments, which then replaced Act

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No. 32 of year 2004 and Act No. 33 of the year 2004, which tend to be followed With public confidence increasingly low towards public bureaucracy, either at central or regional level in the provision of services to the community. This crisis of confidence against the public bureaucracy characterized by protests and protests carried out various parts of society against public bureaucracy. Other indicators that showed that it is still a poor quality public service, to seen from the slowness of the service, are still a perfunctory the procedures to obtain permissions, discriminate in service delivery and somehow continue to prevail Bruises on wild outside the terms.

3. Granting authority to a wide area through Act No. 22-year 1999 and replaced by Act No. 32 of the year 2004 can be considered, on the one hand, a good opportunity for the region to be more advanced and developed in an attempt to improve the well-being of society and the quality of service to the community. But on the other hand, the introduction of a broad autonomy for the region can also be seen as a rather serious new challenge, because it gives broad autonomy to the region in power at a time when local governments are in limited capacity. Because of the process of learning and creativity in narrowing the reign of the new Order.
4. In order to prevent concerns by various circles about the ability of local governments to organise an autonomous region, then there is no alternative that can be exercised by local governments to develop and increase the equipment's resources. The bureaucracy in the region through better education, formal and informal education activities such as courses, internships, workshops or in the development of a code of conduct. This activity is an effective way of changing the behavior and mindset of the equipment. Other activities that can be undertaken to

improve professionalism and competition among agencies are the development of a professional recruitment system (mercy system). From here it will be healthy competition among the growing equipment for focus on achievement.

1. By developing the capabilities of the bureaucratic tools in the region through educational activities into formal and non-formal activities, then it will carry intelligent tools behaving creatively, innovatively and astutely. They are expected to grow from this spirit of entrepreneurialism and reinvention of government.

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