

## SOCIAL ENVIRONMENT ANALYSIS OF THE GOVERNMENT MANAGEMENT SYSTEM IN INDONESIA

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### **Abstract**

Weak government institutions and the bluntness of the Indonesian business world in reducing the crisis are thought to be the main causes of the prolonged crisis. This phenomenon makes us aware that past development strategies which were centralized and elitist in nature by focusing solely on Economic Resilience were very vulnerable to KKN practices, both in the government and the business world (especially on a large scale). Even the trickle down effect process, which is used as an instrument for equitable development and its results, is not working properly. Community empowerment as an alternative policy in a development approach is expected to become a movement, both for sectoral and regional development. For this reason, community empowerment is expected to become a basic value that is reflected in the commitment and social responsibility of all actors and components of the nation. In the context of sectoral development, community empowerment still focuses on activities known as tribina, namely economic, social and environmental empowerment. Meanwhile, in the context of regional development, this will be the work of the Regional Government by making community empowerment a regional development strategy for the welfare of its people.

**Keywords:** Development; Economic Resilience; Government

### **INTRODUCTION**

Competitive pressure and rapid and unpredictable changes in the global environment are phenomena faced by every country today. No country is free from this phenomenon (Surjani, 2002) . The ability to adapt and anticipate appropriately and accurately from all components (institutions) of the nation is needed so that they can always follow (or even lead) the dynamics of change. Mistakes in taking strategic steps will bring this nation into a situation of decline. The government management system is also required to be more responsive, dynamic, and able to actualize all of the nation's potential (Armawai, 2020) . The government centric paradigm is no longer relevant, it needs to be changed by involving other stakeholders in every stage of development (governance systems). Realizing that the implementation of the concept of good governance still requires strengthening stakeholders in society, because in the past their role was far behind compared to other stakeholders. So analysis of the social environment becomes important and significant, because the potential of the community is actually very large to be used as development capital, which in the past was actually neglected (Nurasa, 2013) .

Since mid-1997, the Indonesian nation has faced serious trials. The monetary crisis which continued into the economic crisis and the crisis of confidence are still being felt today. This situation is a reflection of the still weak competitiveness of the Indonesian nation in the global arena of life (Fanani & Bando, 2018) . A development strategy that relies on past economic development has resulted in a fragile national institutional structure . Weak government institutions and the bluntness of the Indonesian business world in reducing the crisis are thought to be the main causes of the prolonged crisis (Nainggolan, 2018) . This phenomenon makes us aware that past development strategies which were centralized and elitist in nature by focusing solely on Economic Resilience were very vulnerable to KKN practices, both in the government and the business world (especially on a large scale). Even the trickle down effect process, which is used as an instrument for equitable development and its results, is not working properly (Ginting & Hayati, 2011) .

Meanwhile, empowerment of marginalized communities or small-scale economic groups still has a charity (mercy/JPS) nuance by providing excessive protection (Sumodiningrat, 1999) . For example; BKPM's Negative Investment List (DNI) policy to protect small businesses from competition (incubation program) has actually created a huge dependency on government assistance. The intention of DNI policy and incubation to create strong and professional small businesses in the future is difficult to realize (Sulistiyowati & Paripurna, 2014) . This will of course continue to be a burden on the government, and will not be beneficial for the independence and professionalism of small businesses. Past policies brought this nation into a situation of helplessness and unable to determine its own destiny (Andriani et al, 2020) .

It is realized that past centralized policies need to be reformed, because they are unable to accommodate and actualize all the capabilities (assets) possessed by the components of the nation (Hamidi, 2011) . In fact (allegedly) energy use is moving in a negative direction, because the existing institutional arrangements move independently, do not coordinate with each other, and even collide, blaming each other (Usman, 2011) . Implementing a development approach with the principles of good governance is a necessity. In the concept of good governance, the main actors (stakeholders), namely: government, private sector/business world, and the community, their roles are involved in the process of managing public interests in various social, economic and political life in a coordinated and synergistic manner (Tahir, 2023) . The condition of good governance is the realization of a clean and responsive government, the development of civil society and the splendor of professional and responsible business life (good corporate governance) (Sukowati, 2012).

In the principles of good governance, the government's central role is to create strategies or policies (steering) to build community potential and initiative (empowering community participation), as well as encouraging the business world through creating a conducive business climate (Damanhuri & Jawandi, 2017) . The government no longer carries out operational technical work (rowing). This kind of role division is important and significant considering that on the one hand the demand for public services continues to increase, both in quality and quantity.

This increase is caused by population growth, changes in population composition, changes in lifestyle due to the unstoppable flow of information, etc. (Gedeona, 2010) . On the other hand, the government's capacity is increasingly limited, especially in terms of budget. Meanwhile, the community's potential is still not being utilized optimally, and is even tending to weaken due to the JPS policy (Putri, 2016) .

For this reason, the old version of the development approach must be replaced with a focus on community empowerment policies, as an alternative. This means that the paradigm of economic resilience is being shifted towards social resilience (Noor, 2011) . It is assumed that this approach, apart from being more in touch with the problems of the majority of Indonesian society, we are aware that the potential of society is currently in a dormant state, and has not been actualized optimally. Government policies are needed that function as a stimulant to wake up these sleeping assets. The community empowerment program is a policy option that is currently proposed by many groups, both academics, practitioners and NGOs as the right solution (Darwis et al, 2021) . Currently, the government's community empowerment program initiatives are still within the circle of the central government. In the era of decentralized autonomy, of course the spirit of this program must become a concern and movement for local governments. This is because the arena (flying field) of the program is in the region. So it is natural that community empowerment programs are also the focus of regional government attention as a model for approaching development today.

## **METHOD**

In this research, researchers used a qualitative research approach with descriptive research methods. Descriptive research is aimed at explaining something that is the target of the research in detail and in depth (Yulianah, 2022). Qualitative researchers will go straight into the object, explore using grant tour questions, so that the problem can be found clearly. Through this research model, researchers will explore an object. In qualitative research, researchers will become one with those they are researching so that researchers are able to understand the problem or phenomenon from the perspective of those they are researching. Qualitative research methods also emphasize the aspect of understanding in depth a problem rather than looking at the problem to generalize. Prefer to use in-depth analysis techniques, namely examining problems on a case by case basis because qualitative methodology believes that the nature of one problem will be different from the nature of other problems.

## **RESULTS AND DISCUSSION**

The social resilience-based development paradigm in Indonesia has recently become a national policy. This policy was initially "discussed and planned" at BAPPENAS, although it was influenced by "pressure" from the international environment, especially from grant/loan lenders. The emphasis of policy is on community development programs, with the argument that community stakeholders' role in development is not optimal. In fact, many people say that his role

is just an object. Meanwhile, bureaucratic stakeholders and the business world have long had the opportunity to play a very large role in development. When implementing a government system with the concept of good governance it is not optimal, because role synergy is difficult to occur. It is difficult for the community to take part because they have not been involved as subjects in development for too long (Ra'is, 2018). Community development programs are important and significant in order to increase the potential capabilities of the community as development subjects and become potential partners of the government and the business world.

As a national policy, technical departments also participate in this paradigm, designing their policies by involving community participation (participatory policy). The Ministry of Agriculture, for example, launched the Jaring-asmara program (networking community aspirations) to encourage local governments to carry out participatory development planning. Meanwhile, BPN (together with BAPPENAS and OTDA) financed by a World Bank loan launched the PAP II program (land certification program) with quite strong nuances of community participation. BPS has also formed a new Directorate around 4 years ago, namely the Directorate of Social Resilience, to back up the data needed by bureaucrats, practitioners and academics who are concerned about this issue.

The history of this policy has actually been going on for quite a long time, with a focus on different treatments, starting from charity to empowerment programs (power sharing). The empowerment program is basically designed based on the conditions and needs of the community itself (Murdiansyah, 2014). In general, there are two types of assistance programs for the poor, namely; rescue program and recovery program. The rescue program aims to help poor people from serious crisis conditions, such as losing their jobs which results in the sale of the work tools ("means of production") they own to meet their daily living needs. In the long term, they are threatened with hunger and malnutrition (mall nutrition) (Rahaju, 2007). In Indonesia, the rescue program is part of the JPS (Social Safety Net) program scheme. The core of the JPS program has a "charity" nuance with an approach to providing assistance that is quick and right on target.

The aim is to save a group of people from famine, or even from the threat of losing a generation of the nation because their children cannot eat and study (go to school). Meanwhile, the recovery program is very steeped in learning and community empowerment. The recovery program is generally a continuation of the rescue program. The essence of the recovery program is assistance to the community ("especially the poor") by organizing and reactivating community institutions, which have so far been lacking in function (idle capacity), so that their potential (social energy) is actualized to be able to solve their own poverty problems.

The basic idea used as a reference is that the problem of poverty is actually a complex problem, involving various dimensions to understand and overcome it. The problem of poverty has generally been going on for quite a long period of time. Moreover, in the Indonesian context, the effects of the crisis, which are still being felt today, are increasingly exacerbating poverty, especially in marginalized communities. Logically, it is impossible for aid funds to overcome the

problem of poverty which is already so acute. Only people truly understand the problems they face, and have the hidden potential to overcome their own poverty problems (Nurasa, 2016). For this reason, the potential or assets owned by the community - currently in a dormant state - must be awakened and utilized optimally, so that there is an increase in the value of community assets.

In the recovery program scheme, the program's position is only as a stimulant or entry point (as a hook), aimed at reawakening the potential or assets of the sleeping community, in the form of social assets, economic assets and physical assets. For this reason, poverty cannot be seen as a static condition that is only defined mathematically, such as; malnutrition, unemployment, etc. Poverty must be understood dynamically in the framework of the ability of individuals and communities to exploit the potential or assets they possess within a conducive institutional order. The institutional arrangements that exist in society currently "inhibit" the process of actualizing the management of community assets. These obstacles can be structural and cultural barriers. Cultural barriers relate to the sub-sistence behavior of individuals or society in achieving achievement. Meanwhile, structural obstacles are related to the conditions of fading social and moral ties in community institutions which actually encourage conflict, exploitation, etc. among themselves. This condition is a disincentive for optimizing community asset management, so that there is independence and empowerment in overcoming their own poverty problems.

#### Empowerment as a Learning Process

The keyword for the recovery program is that mentoring or empowerment is basically a learning process in society (learning society process). In accordance with the principle of empowerment, the assistance process is gradually reduced, thereby creating an active learning society. In the mentoring process, community participation is developed as far as possible, both in planning, implementation and program evaluation. The companion's position is really just as a facilitator, whose job is to provide stimulants. The program decision-making process is still carried out by the community itself. This is intended to create a sense of ownership of the program, a sense of self-confidence and responsibility from the community. The accompanying motto in this case; "sow the seed but don't reap ."

However, it is realized that the community learning process is not a simple and instant job. Learning is a long process, because it is related to efforts to achieve a vision, both the vision of individuals/community members, as well as the shared vision of the community institutions that are intended to be built. There are two big aspects of learning that are the focus of discussion, namely; Firstly, how is the learning process at the individual level carried out? Second, how can individual learning processes be synergized with each other, so that they become a collective learning process in society? Various existing literature explains how the learning process of individuals and society takes place. Herbert Simon (1945) stated that basically the learning process occurs in each individual. Each individual will learn to make decisions to take action, taking into account the situation and environmental conditions. Organizational learning is basically a collective individual learning activity to decide on actions in order to achieve a shared vision. The

Sinom approach is unable to explain the analytical framework of how individual and organizational learning processes are related.

On a theoretical level Senge's approach is ideal, offering an academic exploration of the organizational learning process should be carried out. On an empirical level, Senge's formula seems very likely to be applied to the situation in Indonesia which is currently intensively dealing with the issue of reform. The centralized approach during the New Order era has shown its failure, and encouraged the granting of broad autonomy to regions and villages. In the context of poverty alleviation programs, the issue of autonomy is to restore local wisdom that has been tested as an effective institution in overcoming social problems within a particular community, generally within a village or sub-district area. However, empirically there are other principle issues that must be considered in introducing the Senge approach in building and teaching community organizations, where poor people can participate in the program. It must be acknowledged that the current community institutional structure is damaged. Social ties (social solidarity) in communities have faded, in line with changes in the value systems adopted by individuals and society. There is a strong wall separating the poor from the non-poor, resulting in injustice, where the poor cannot access formal resources.

Program interventions are designed to bridge the gap between poor and non-poor groups. However, the program must offer an open menu, so that poor people can decide for themselves about their needs, and there is a learning process in the community. In the initial stages, a third party is needed as a catalyst for the realization of the learning and empowerment process in society.

Efforts to make Community Empowerment a social resilience-based approach, of course, require adequate knowledge by studying historical prerequisites as well as an overview of developments and changes in the strategic environment. For this reason, SWOT analysis is used to understand the dynamics of changes in the strategic environment. SWOT analysis is also used to understand key factors in the external environment (in the form of opportunities and threats) and in the internal environment (in the form of strengths and weaknesses), so that it can become the basis (information) for formulating the most optimal strategy. The description of the SWOT analysis in order to formulate a community empowerment strategy is as follows:

### **Internal factors**

1. Strength .
  - a. Raising awareness that social resilience-based community development is a concern for bureaucrats, academics and NGOs in Indonesia.
  - b. Empowerment-based program initiatives (a replacement for JPS) have been carried out in earnest since the serious crisis in Indonesia.
  - c. Decentralized autonomy with the spirit of regional independence and actualizing local potential and characteristics, makes it very relevant for regions to focus their

development programs on community empowerment to explore and manage local potential.

## 2. Weakness .

- a. The views of the community (including officials) regarding community empowerment programs are still not completely correct. The bias of the JPS program which has a charity nuance, has spoiled and created community dependency, and cannot be completely removed. As a consequence, empowerment programs are responded to unsympathetically, because participating in current programs requires volunteerism and hard work. Even though in the past volunteerism and hard work were a cultural heritage that has now been eroded.
- b. Changing people's views about JPS bias towards empowerment programs is not an easy and instant job. This view is also very vulnerable to being twisted and politicized.
- c. The Community Empowerment Program, its concerns and initiatives are still in the hands of the Central Government. This program has not become a concern and priority for most regional governments.
- d. The policy infrastructure (in the form of laws and regulations) regarding community empowerment programs is still weak. The existing rules still revolve around project manuals, and often conflict with other applicable rules.

## External Factors

### 3. Opportunity .

- a. Issues regarding the protection of human rights, civil society, democratization are universal prerequisites that are always requested by the international community, especially for the purposes of funding assistance for development programs.
  - b. Trade liberalization requires government institutions, the business world and civil society to have sustainable competitiveness.
4. Threat . Intervention by foreign countries (generally via program assistance) is often not based on sterile interests. So the idea of not depending on foreign aid, and trying to rely again on internal capabilities becomes a necessity.

## CONCLUSION

Community empowerment as an alternative policy in a development approach is expected to become a movement, both for sectoral and regional development. For this reason, community empowerment is expected to become a basic value that is reflected in the commitment and social responsibility of all actors and components of the nation . In the context of sectoral development, community empowerment still focuses on activities known as tribina, namely economic, social and environmental empowerment. Meanwhile, in the context of regional development, this will be

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